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ABSTRACT

This document consists of the performance report and evaluation report of the second funding of Project SIDE, a workplace literacy project at Alabama Southern Community College (ASCC). The performance report contains the following: a list of the industrial partners; basic skills framework; chronological listing by company of courses offered; alphabetical listing of topics developed based upon partner need; customized workplace topics by partner; copies of participant profiles, assignment logs, and session control sheets; completed session control sheets for each of six cycles of direct services; and examples of evaluations used. The external evaluation begins with a rationale for and an overview of workplace literacy. A discussion follows of the four levels on which workplace literacy programs are evaluated. Other contents are as follows: listings of Project SIDE's activities, five main objectives, and training partners; a description of the characteristics of trainees; and information collected through onsite visits, review and analysis of evaluation materials, and review and analysis of project records. These conclusions are reported: ASCC's performance in providing training that matched critical needs identified by partners was outstanding; learning did take place; job performance improved; and two partners experienced a decrease in absenteeism attributed to the training. Extensive appendixes include the roster of employee partners; training dates, types, and organizations; session control sheets for training activities; and workshop evaluation form. (YLB)

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ED 365 830

ALABAMA SOUTHERN COMMUNITY COLLEGE

PERFORMANCE
REPORT
1992 - 1993

Project SIDE
No. V198A2031

CE065 764

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PERFORMANCE REPORT OUTLINE

I. INTRODUCTION

II. INDUSTRIAL PARTNERS

III. PARTICIPANTS

IV. DIRECT SERVICES RECAP

V. DISSEMINATION

VI. EVALUATION

VII. PERSONNEL

INTRODUCTION

INTRODUCTION TO PROJECT SIDE

- - THE SECOND FUNDING - -

THE PROJECT OUTLINED IN THIS PERFORMANCE REPORT REFLECTS THE SECOND FUNDING OF A WORKPLACE LITERACY PROJECT AT ALABAMA SOUTHERN COMMUNITY COLLEGE. WITH THE SUCCESSFUL COMPLETION OF THE FIRST PROJECT CAME A WORKING KNOWLEDGE FOR EFFECTIVENESS AND A BASIC MODEL FOR THE SECOND.

THE FIRST WORKPLACE PROJECT PROVIDED CREDIBILITY THROUGH WHICH ADDITIONAL DOORS TO SOUTHWEST ALABAMA COMPANIES MIGHT BE OPENED. THIS OPPORTUNITY CREATED A WIN/WIN SITUATION FOR AN ECONOMICALLY DISTRESSED REGION WITH A WORKFORCE WHOSE SKILLS ARE TRADITIONALLY PERCEIVED TO BE LOWER THAN THOSE OF OTHER REGIONS.

ALTHOUGH TWO OF THE PARTNERS NAMED IN THE PROPOSAL DECLINED TO PARTICIPATE DUE TO THE LACK OF GOVERNMENTAL CONTRACTS, THE STAFF OF THE PROJECT PERSEVERED. THEY TOOK IT BEYOND ITS ORIGINAL SCOPE BY IDENTIFYING AND INCLUDING ADDITIONAL PARTNERS WITH CRITICAL WORKPLACE LITERACY DEFICIENCIES. INTERACTION WITH THE BUSINESS PARTNERS, DRIVEN BY THEIR DIVERSE NEEDS, RESULTED IN A SPECTRUM OF SERVICES GEARED TOWARD ENHANCING PRODUCTIVITY AND COMPETITIVENESS. THE NEEDS RANGED FROM BASIC SKILLS TO LEADERSHIP. IN MOST CASES, DEFICIENCIES RESULTING IN EDUCATIONAL NEEDS WERE WELL-KNOWN,HAVING BEEN DETERMINED, MEASURED AND ASSESSED BY EACH PARTNER (IN-HOUSE).

ALL SERVICES WERE CUSTOMIZED BASED UPON RESEARCH WITHIN EACH PARTNER'S INDUSTRY AND BRAINSTORMING AMONG ALL PARTIES. UNLIKE THE FIRST PROJECT, THE MAJORITY OF SERVICES WERE DELIVERED ON "COMPANY" TIME. THIS WAS A KEY SUCCESS FACTOR AND A TURNING POINT FOR ACCEPTANCE.

AS REFLECTED IN THE EXTERNAL EVALUATION, ALL GOALS AND OBJECTIVES OF THE PROJECT WERE MET. THE INFORMATION WHICH FOLLOWS IS THE OUTCOME OF A WORKING PARTNERSHIP AMONG INDUSTRY, EDUCATION AND INDIVIDUALS. IT REFLECTS THE TRUE SPIRIT BEHIND WORKPLACE LITERACY. EVERYONE WINS!

INDUSTRIAL PARTNERS

INDUSTRIAL PARTNERS SERVED IN SOUTHWEST ALABAMA

ALABAMA RIVER COMPANIES
- Monroe County

BOISE-CASCADE
- Clarke County

CHICK*A*DEE
- Clarke County
- Monroe county
- Wilcox County

COMMERCIAL NATIONAL BANK
- Marengo County

DEMOPOLIS MANUFACTURING COMPANY
- Marengo County

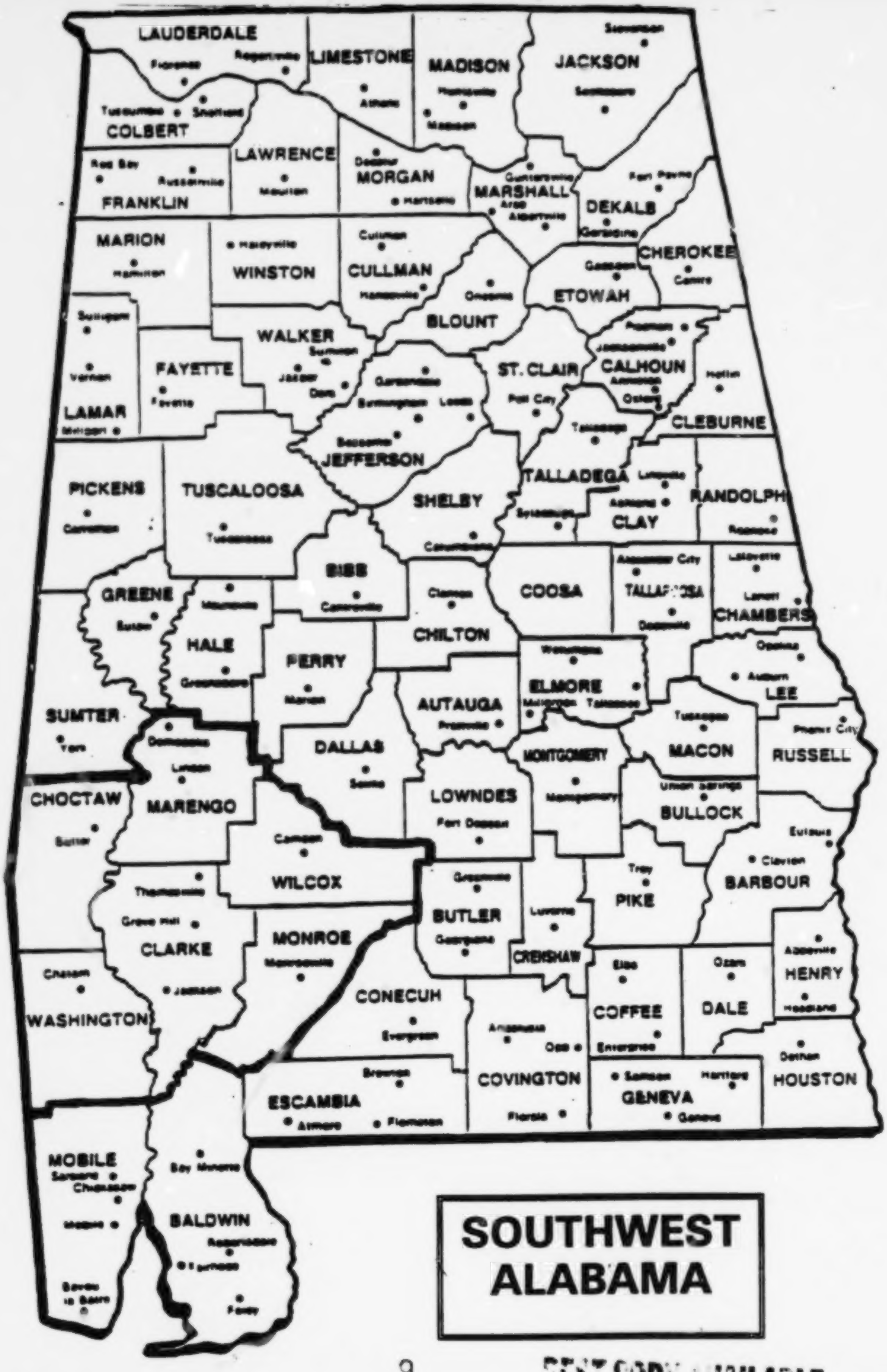
MONROE COUNTY HOSPITAL
- Monroe County

TEMPLE-INLAND
- Monroe County

UNITED SECURITY BANK
- Choctaw county
- Clarke County

VANITY FAIR
- Butler Sewing - Choctaw County
- Jackson Sewing - Clarke County
- Jackson Knitting - Clarke County
- Monroeville Sewing - Monroe County

GEOGRAPHIC DISBURSEMENT OF INDUSTRIES


LAUDERDALE
LIMESTONE
MADISON
JACKSON
COLBERT
LAWRENCE
MORGAN
MARSHALL
DEKALB
FRANKLIN
MARION
WINSTON
CULLMAN
CHEROKEE
ETOWAH
BLOUNT
WALKER
LAMAR
FAYETTE
ST. CLAIR
CALHOUN
CLEBURNE
JEFFERSON
PICKENS
TUSCALOOSA
SHELBY
TALLADEGA
RANDOLPH
CLAY
BIBB
GREENE
HALE
PERRY
CHILTON
COOSA
TALLAPOOSA
CHAMBERS
AUTAUGA
ELMORE
LEE
SUMTER
DALLAS
MONTGOMERY
MACON
RUSSELL
CHOCTAW
MARENGO
LOWNDES
BULLOCK
WILCOX
BUTLER
PIKE
BARBOUR
CLARKE
MONROE
CRENSHAW
HENRY
WASHINGTON
CONECUH
COFFEE
DALE
COVINGTON
ESCAMBIA
GENEVA
HOUSTON
MOBILE
BALDWIN
Phenix City
Clanton
Troy
Dothan
Eufaula
Clayton
Greenville
Evergreen
Atmore
Geneva
Jackson

SOUTHWEST ALABAMA

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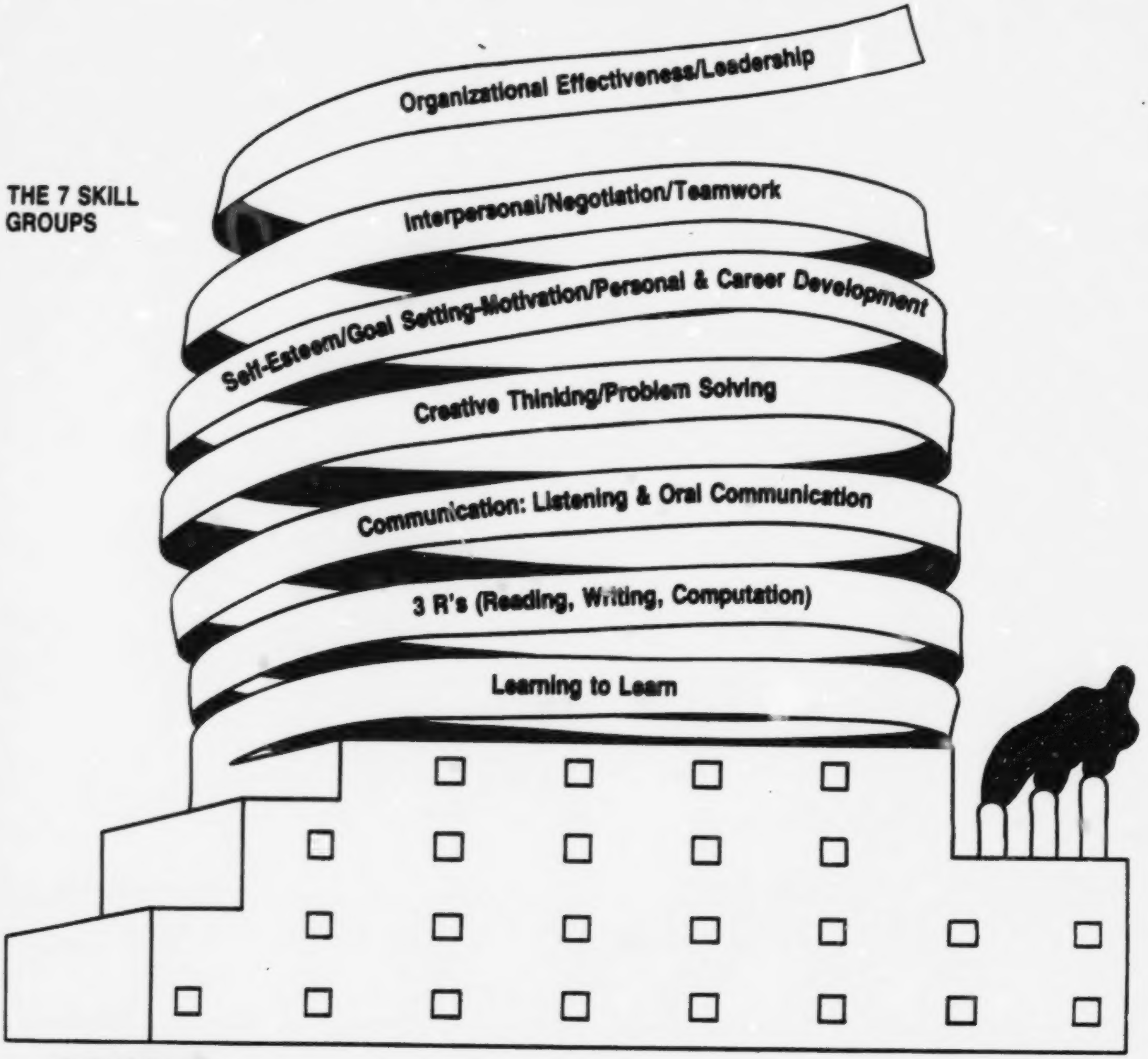
PROCESS UTILIZED IN PROJECT SIDE

- RESEARCH KEY SUCCESS FACTORS AND DRIVING FORCES WITHIN THE PARTNER'S INDUSTRY
- DISCUSS THE IMPACT OF THE ABOVE ITEMS AND TARGET AREAS FOR IMPROVEMENT WITH PARTNER
- DEFINE POTENTIAL IMPROVEMENTS IN TERMS OF BOTH OBJECTIVES AND HUMAN CAPITAL
- IDENTIFY COMPETENCY LEVELS NEEDED TO ACHIEVE GOALS; ASSESS WHERE APPROPRIATE
- DEVELOP LONG-TERM SCHEDULE OF SPECIFIC TOPICS WITH PARTNER
- RESEARCH EACH TOPIC, BUILD CUSTOMIZED FRAMEWORK AND REACH CONSENSUS WITH PARTNER
- DEVELOP INDUSTRY SPECIFIC EXERCISES RELATING TO TOPIC WHICH HAVE IMMEDIATE APPLICATION AND MEASURABLE OUTCOMES
- SOLICIT FEEDBACK FROM EACH SESSION'S PARTICIPANTS AND PARTNER
- IMPROVE BASED UPON FEEDBACK

BASIC SKILLS FRAMEWORK
UTILIZED IN PROJECT SIDE


THE 7 SKILL GROUPS
Organizational Effectiveness/Leadership
Interpersonal/Negotiation/Teamwork
Self-Esteem/Goal Setting-Motivation/Personal & Career Development
Creative Thinking/Problem Solving
Communication: Listening & Oral Communication
3 R's (Reading, Writing, Computation)
Learning to Learn

SOURCE:

WORKPLACE BASICS: THE SKILLS EMPLOYERS WANT.

CARREVALE, GAINER AND MELTZER.

THE AMERICAN SOCIETY FOR TRAINING AND DEVELOPMENT.

U. S. DEPARTMENT OF LABOR, EMPLOYMENT AND TRAINING ADMINISTRATION.

CHRONOLOGICAL LISTING BY COMPANY

Partner	Topic	Dates
Demopolis Manufacturing Co.	Math	August 6 - 18, 1992
Boise-Cascade	Oral Presentation	August 19, 1992
Boise-Cascade	Oral Presentation	August 20, 1992
Boise-Cascade	Communication with Supervisors	August 25, 1992
United Security Bank	TQM Orientation	September 15, 1992
United Security Bank	TQM Orientation	September 16, 1992
United Security Bank	TQM Orientation	September 17, 1992
United Security Bank	Team Building	September 22, 1992
United Security Bank	Team Building	September 23, 1992
United Security Bank	Team Building	September 24, 1992
Boise-Cascade	Presentation Skills	October 7, 1992
Boise-Cascade	Presentation Skills	October 8, 1992
Monroe County Hospital	TQM	October 8, 1992
United Security Bank	Brain Storming	October 13, 1992
United security Bank	Brain Storming	October 14, 1992
United Security Bank	Brain Storming	October 15, 1992
United Security Bank	Problem Solving	October 20, 1992
United Security Bank	Problem Solving	October 21, 1992
United Security Bank	Problem Solving	October 22, 1992

Monroe County Hospital	*Team Building*	*October 29, 1992*
Boise-Cascade	Presentation Skills	November 5, 1992
Boise-Cascade	Presentation Skills	November 6, 1992
United Security Bank	Decision Making	November 10, 1992
United Security Bank	Decision Making	November 11, 1992
United Security Bank	Decision Making	November 12, 1992
Monroe County Hospital	Brain Storming	November 12, 1992
United Security Bank	Listening Skills	November 18, 1992
United Security Bank	Listening Skills	November 19, 1992
Monroe County Hospital	Problem Solving	November 18, 1992
United Security Bank	Interpersonal Skills	December 15, 1992
United Security Bank	Interpersonal Skills	December 16, 1992
United Security Bank	Interpersonal Skills	December 17, 1992
United Security Bank	Leadership	January 19, 1993
United Security Bank	Leadership	January 20, 1993
United Security Bank	Leadership	January 21, 1993
United Security Bank	Motivation	January 26, 1993
United Security Bank	Motivation	January 27, 1993
United Security Bank	Motivation	January 28, 1993
Monroe County Hospital	Interpersonal Skills	January 28, 1993
Kiwanis	TQM	January 29, 1993
Monroe County Hospital	Creative Problem Solving	February 11, 1993
Success Center Alabama Southern Community College	Interviewing Skills	February 12, 1993

United Security Bank	Customer Service	February 16, 1993
United Security Bank	Customer Service	February 17, 1993
United Security Bank	Customer Service	February 18, 1993
Vanity Fair (Butler)	TQM	February 22, 1993
United Security Bank	Telephone Courtesy	February 23, 1993
United Security Bank	Telephone Courtesy	February 24, 1993
United Security Bank'	Telephone Courtesy	February 25, 1993
Vanity Fair (Butler)	TQM Orientation	March 4, 1993
Vanity Fair (Butler)	Positive Image	March 4, 1993
Vanity Fair (Butler)	Assessment	March 9, 1993
Monroe County Hospital	Effective Meetings & Active Listening	March 11, 1993
United Security Bank	Writing Skills	March 16, 1993
United Security Bank	Writing Skills	March 17, 1993
United Security Bank	Writing Skills	march 18, 1993
Vanity Fair	TQM	March 16, 1993
Vanity Fair (Jackson)	Assessment	March 17, 1993
Monroe County Hospital	Facilitation	March 18, 1993
Vanity Fair (Jackson)	TQM Changing Role of Supervisor	March 18, 1993
United Security Bank	Keyboarding	March 23, 1993
Episcopal Women's Group	Stress Management	March 23, 1993
Vanity Fair -Knitting Mill	Job Analysis	April 5, 1993

Vanity Fair (Butler)	Personal Financial Management	April 6, 1993
Monroe County Hospital	Conflict Resolution & Assertion	April 8, 1993
Vanity Fair (Jackson)	Introduction to TQM Changing Role of Supervisor	April 12, 1993
Vanity Fair (Butler)	Financial Management	April 13, 1993
United Security Bank	Supervise Effectively	April 13, 1993
United Security Bank	Supervise Effectively	April 14, 1993
United Security Bank	Supervise Effectively	April 15, 1993
United Security Bank	Train-the- Trainer	April 20, 1993
United Security Bank	Train-the-Trainer	April 21, 1993
United Security Bank	Train-the-Trainer	April 22, 1993
Boise-Cascade	Active Listening	April 27, 1993
Boise-Cascade	Active Listening	April 28, 1993
Boise-Cascade	Active Listening	April 29, 1993
Monroe County Hospital	Presentation Skills	April 29, 1993
Alabama River Pulp	Communication	May 3 -6, 1993 May 10 -12, 1993 May 17 - 19, 1993
Monroe County Hospital	Team Presentation	May 6, 1993
Vanity Fair (Butler)	Time Management	May 11, 1993
United Security Bank	Performance Appraisal	May 18, 1993
United Security Bank	Performance Appraisal	May 19, 1993
United Security Bank	Performance Appraisal	May 20, 1993
Vanity Fair - Knitting Mill	Elastic Knitter Job Consensus	May 21, 1993

Temple-Inland	Basic Skills	June 15, 1993
Temple-Inland	Basic Skills	June 22, 1993
Temple-Inland	Basic Skills	June 29, 1993
Vanity Fair - Knitting Mill	Shipping Clerk (Comez) Job Consensus	May 24, 1993
United Security Bank	Time Management	May 25 - 27, 1993
Vanity Fair - Knitting Mills	Warp Knitter Skills Job Consensus	June 3, 1993
Vanity Fair Sewing Monroeville	Goal Setting	June 5, 1993
Vanity Fair - Knitting Mill	Knitter Learner Job Consensus	June 11, 1993
Vanity Fair Sewing Monroeville	Time Management	June 15, 1993
Temple-Inland	Assessment of Basic Skills	June 15, 1993
Temple-Inland	Assessment of Basic Skills	June 22, 1993
Vanity Fair - Knitting Mill	Draw-In Operator	June 25, 1993
Temple-Inland	Assessment of Basic Skills	June 29, 1993
Temple-Inland	Industrial Math	July 6, 1993
Boise-Cascade	Initial Woodyard Assessment	July 7, 1993
Vanity Fair - Knitting Mill	Quality Instructor	July 7, 1993
Temple-Inland	Industrial Math	July 13, 1993
Demopolis Manufacturing Co.	Assessment	July 13, 1993
Vanity Fair	Team Building	July 13, 1993
Boise-Cascade	Active Listening	July 13, 1993

Boise-Cascade	Active Listening	July 20, 1993
Temple-Inland	Industrial Math	July 20, 1993
Boise-Cascade	Initial Woodyard Assessment	July 21, 1993
Chick*a*dee	Communication	July 26, 1993
Temple-Inland	Industrial Math	July 27, 1993
Vanity Fair - Knitting Mill	Utility Operator Job Consensus	July 30, 1993
United Security Bank	Completion of Myers-Briggs Testing	August, 1993
Boise-Cascade	Active Listening	August 3, 1993
Boise-Cascade	Active Listening	August 12, 1993
Temple-Inland	Industrial Math	August 12, 1993
Vanity Fair - Knitting Mill	Knitter "B" Job Consensus	August 13, 1993
Boise-Cascade	Active Listening	August 17, 1993
Temple-Inland	Industrial Math	August 19, 1993
Vanity Fair - Knitting Mill	Class "A" and Class "B" Mechanics Job Consensus	August 20, 1993
Vanity Fair - Knitting Mill	Quality Inspector Job Consensus	August 22, 1993
Boise-Cascade	Counseling	August 23, 1993
Commercial National Bank	Intro To Total Quality	August 24, 1993
Temple-Inland	Industrial Math	August 26, 1993
Boise-Cascade	Counseling	August 26, 1993

Vanity Fair - Knitting Mill	"Junior" or "Apprentice" Mechanics Job Consensus	August 27, 1993
Boise-Cascade	Counseling	August 31, 1993
Vanity Fair - Knitting Mill	"Insides" (Set-Up) Crew Job Consensus	September 3, 1993
Boise-Cascade	Review of Woodyard Basic Skills	September 6, 1993
Boise-Cascade	Counseling	September 9, 1993
Vanity Fair - Knitting Mill	"Trainee" Job Consensus	September 10, 1993
Vanity Fair - Knitting Mill	Review of Job Skills Analysis	September 14, 1993
Boise-Cascade	Counseling	September 14, 1993
United Security Bank	Developing A Customer Service Statement, Part I	September 14, 1993
United Security Bank	Developing A Customer Service Statement, Part I	September 15, 1993
United Security Bank	Developing A Customer Service Statement, Part II	September 16, 1993
United Security Bank	Customer Service	September 21, 1993
Commercial National Bank	Internal/External Customer Identification	September 21, 1993
United Security Bank	Customer Service Statement, Part II	September 22,1993
United Security Bank	Customer Service Statement, Part II	September 23, 1993

Boise-Cascade	Coaching	September 28, 1993
Commercial National Bank	Quality Measures	September 28, 1993
Vanity Fair - Knitting Mill	"Custodian" Job Consensus	October 1, 1993
Boise-Cascade	Coaching	October 7, 1993
Boise-Cascade	Coaching	October 12, 1993
United Security Bank	Defining Quality Measures	October, 12, 1993
United Security Bank	Defining Quality Measures	October 13, 1993
United Security Bank	Defining Quality Measures	October 14, 1993
United Security Bank	Defining Quality Measures	October 19, 1993
Commercial National Bank	Planning Session For Steering Committee	October 19, 1993
United Security Bank	Defining Quality Measures, Part II	October 20, 1993
Vanity Fair - Knitting Mill	Receiving Clerk Job Consensus	October 21, 1993
United Security Bank	Defining Quality Measures, Part II	October 21, 1993
Boise-Cascade	Coaching	October 21, 1993
Boise-Cascade	Coaching	October 26, 1993
Commercial National Bank	Steering Committee Planning Session	October 26, 1993
United Security Bank	Diversity Awareness	November 9, 1993
Boise-Cascade	Steering Committee Meeting	November 10, 1993

United Security Bank	Diversity Awareness	November 10, 1993
United Security Bank	Diversity Awareness	November 11, 1993
Boise-Cascade	Conflict Resolution	November 11, 1993
United Security Bank	Diversity Training Applications	November 16, 1993
Commercial National Bank	Team Building	November 16, 1993
United Security Bank	Diversity Training Applications	November 17, 1993
Vanity Fair - Knitting Mill	Shipping Clerk Job Consensus	November 18, 1993
Boise-Cascade	Conflict Resolution	November 18, 1993
United Security Bank	Diversity Training Applications	November 18, 1993
Commercial National Bank	Brainstorming	November 23, 1993
Vanity Fair - Knitting Mill	Job Skills Review	November 30, 1993
Boise-Cascade	Conflict Resolution	November 30, 1993
Boise-Cascade	Stress Management	December 2, 1993
Boise-Cascade	Stress Management	December 7, 1993
United Security Bank	Team Formation	December 7, 1993
United Security Bank	Team Formation	December 8, 1993
United Security Bank	Team Formation	December 9, 1993
Commercial National Bank	Problem Solving	December 16, 1993
Boise-Cascade	Stress Management	December 16, 1993
Boise-Cascade	Stress Management	December 21, 1993

DEMOGRAPHIC PROFILE
PARTNERS - PROJECT SIDE

PARTNER	# OF EMPLOYEES	ETHNIC BACKGROUND	GENDER	AVERAGE LENGTH OF EMPLOYMENT	AVERAGE AGE	EDUCATIONAL LEVEL
MONROE COUNTY HOSPITAL	150	AF-AMER. 33% CAUCASIAN 67%	FEMALE 64% MALE 36%	7 YEARS	38	DEGREE 60 HIGH SCH.+ 90
TEMPLE-INLAND	117	AF-AMER. 30% CAUCASIAN 70%	FEMALE 9% MALE 91%	8 YEARS	35	DEGREE 11 HIGH SCH.+ 89
BOISE-CASCADE	521	AF-AMER. 17% CAUCASIAN 83%	FEMALE 13% MALE 87%	17 YEARS	47	DEGREE 39 HIGH SCH.+ 462 LESS/HIGH 20
UNITED SECURITY BANK	104	AF-AMER. 16% CAUCASIAN 84%	FEMALE 84% MALE 16%	17.6 YEARS	44	DEGREE 12 HIGH SCH.+ 92
CHICK*A*DEE	66	AF-AMER. 60% CAUCASIAN 40%	FEMALE 75% MALE 25%	6 MONTHS	24	DEGREE 6 HIGH SCH.+ 60
DEMOPOLIS MFG.	80	AF-AMER. 37% CAUCASIAN 63%	FEMALE 5% MALE 95%	3 YEARS	20/30'S	DEGREE 4 HIGH SCH.+ 76
ALABAMA RIVER PULP	655	AF-AMER. 19% CAUCASIAN 81%	FEMALE 13% MALE 87%	13 YEARS	35	DEGREE 150 HIGH SCH.+ 505
COMMERCIAL NATIONAL BANK	41	AF-AMER. 8% CAUCASIAN 92%	FEMALE 80% MALE 20%	14 YEARS	43	DEGREE 6 HIGH SCH.+ 35
VANITY FAIR KNITTING MILL	132	AF-AMER. 71% CAUCASIAN 29%	FEMALE 57% MALE 43%	19.7 YEARS	38.3	DEGREE 6 HIGH SCH.+ 262

FOOTNOTE: These numbers are based upon data provided, which in some cases may not be complete.

ALPHABETICAL LISTING OF TOPICS DEVELOPED BASED UPON PARTNER NEED

ACTIVE LISTENING
ASSERTION
BRAIN STORMING
CHANGING ROLE OF SUPERVISOR
COACHING
COMMUNICATION
CONFLICT RESOLUTION
COUNSELING
CREATIVE PROBLEM SOLVING
CUSTOMER SERVICE STATEMENT I & II
DECISION MAKING
FACILITATION
GOAL SETTING
INDUSTRIAL MATH
INDUSTRIAL MEASUREMENT
INDUSTRIAL VOCABULARY
INITIAL ASSESSMENT
INTERNAL/EXTERNAL CUSTOMER IDENTIFICATION
INTERPERSONAL SKILLS
KEYBOARDING
MOTIVATION
MYERS-BRIGGS TESTING
NONSENSITIVE COMMUNICATION
ORAL PRESENTATION
PERFORMANCE APPRAISALS
PERSONAL FINANCIAL MANAGEMENT
PRESENTATION SKILLS
POSITIVE IMAGE
PROBLEM SOLVING
QUALITY MEASURES
QUALITY MEASURES I & II
SENSITIVE COMMUNICATION
STEERING COMMITTEE DEFINITION
STRESS MANAGEMENT
SUPERVISE EFFECTIVELY
TEAM BUILDING
TELEPHONE COURTESY
TIME MANAGEMENT
TOTAL QUALITY MANAGEMENT
WOODYARD BASICS
WOODYARD MANUAL

CUSTOMIZED WORKPLACE TOPICS
BY PARTNER

ALABAMA RIVER PULP

COMMUNICATION

ALABAMA SOUTHERN COMMUNITY COLLEGE SUCCESS CENTER
(COMMUNITY SERVICE)

INTERVIEWING SKILLS

BOISE-CASCADE

ACTIVE LISTENING
COACHING
COMMUNICATION WITH SUPERVISORS
CONFLICT RESOLUTION
COUNSELING
DEVELOPMENT OF WOODYARD MANUAL
INITIAL ASSESSMENT - WOODYARD
ORAL PRESENTATION
PRESENTATION SKILLS
REVIEW OF WOODYARD BASICS
STRESS MANAGEMENT

CHICK*A*DEE

COMMUNICATION

COMMERCIAL NATIONAL BANK

BRAINSTORMING
INTERNAL/EXTERNAL CUSTOMER IDENTIFICATION
INTRODUCTION TO TOTAL QUALITY
PLANNING SESSION FOR STEERING COMMITTEE
QUALITY MEASURES
TEAM BUILDING

DEMOPOLIS MANUFACTURING

ASSESSMENT OF BASIC SKILLS
INDUSTRIAL MATH

EPISCOPAL WOMEN'S GROUP
(COMMUNITY SERVICE)

STRESS MANAGEMENT

KIWANIS
(COMMUNITY SERVICE)

TOTAL QUALITY MANAGEMENT

MONROE COUNTY HOSPITAL

ACTIVE LISTENING
ASSERTION
BRAIN STORMING
CONFLICT RESOLUTION
CREATIVE PROBLEM SOLVING
EFFECTIVE LISTENING
FACILITATION
INTERPERSONAL SKILLS
PRESENTATION SKILLS
TOTAL QUALITY MANAGEMENT
TEAM BUILDING
TEAM PRESENTATION

TEMPLE-INLAND

ASSESSMENT OF BASIC SKILLS
INDUSTRIAL MATH

UNITED SECURITY BANK

BRAIN STORMING
DECISION MAKING
DEFINING QUALITY MEASURES, I & II
DEVELOPING A CUSTOMER SERVICE STATEMENT, I & II
INTERPERSONAL SKILLS
KEYBOARDING
LEADERSHIP
LISTENING SKILLS
MOTIVATION
MYERS-BRIGGS TESTING
PERFORMANCE APPRAISALS
PROBLEM SOLVING
SUPERVISE EFFECTIVELY
TOTAL QUALITY MANAGEMENT ORIENTATION
TEAM BUILDING
TELEPHONE COURTESY
TIME MANAGEMENT
TRAIN THE TRAINER

VANITY FAIR, BUTLER SEWING

CHANGING ROLE OF INDUSTRIAL SUPERVISOR
PERSONAL FINANCIAL MANAGEMENT
TOTAL QUALITY MANAGEMENT
TIME MANAGEMENT

VANITY FAIR, JACKSON KNITTING

CHANGING ROLE OF INDUSTRIAL SUPERVISOR
JOB SKILLS ANALYSIS
TOTAL QUALITY MANAGEMENT

VANITY FAIR, JACKSON SEWING

BASIC SKILLS (ON-GOING)

VANITY FAIR, MONROEVILLE SEWING

ACTIVE LISTENING
ASSERTION
BASIC SKILLS (ON-GOING)
GOAL SETTING
PROBLEM SOLVING
TEAM BUILDING
TIME MANAGEMENT

PARTICIPANTS

SUMMARY OF PARTICIPANTS

INDUSTRY	NUMBER
ALABAMA RIVER PULP	62
BOISE-CASCADE	126
CHICK*A*DEE	14
COMMERCIAL NATIONAL BANK	37
DEMOPOLIS MANUFACTURING COMPANY	104
MONROE COUNTY HOSPITAL	23
TEMPLE	11
UNITED SECURITY BANK	115
VANITY FAIR, BUTLER-SEWING	40
VANITY FAIR, JACKSON-SEWING	11
VANITY FAIR, KNITTING MILL	99
VANITY FAIR, MONROEVILLE-SEWING	16
TOTAL PARTICIPANTS FOR PROJECT	668

STUDENTS LISTED ALPHABETICALLY BY COMPANY

ALABAMA RIVER PULP

ABEL, WILLIAM PAUL
ACKERMAN, LEROY
BAGGETT., DONNIE
BAGGETT, EDDIE
BAILEY, BYRAN
BAIN, JAMES
BIRGE, MICHAEL
BLAIR, ARLTON
BOATWRIGHT, GENE
BROCK, FRANKIE
BUSEY, TRAVIS
CAPELL, RICHARD
CASEY, OTIS
CUNNINGHAM, JEMISON
DAVIS, DAVID
DAWSON, WAYNE
DREW, STEPHEN
DUNN, GARY
EZELL, CATHRINE
FAIRLEY, KENNETH
FLEMING, PAUL
GARNER, WILLIAM
GHOSH, KANIA
GETTINGS, JANET
GRUN, STEVEN
HANCOCK, RODNEY
HANDS, JILES
HARRISON, BEVERLY
HODGE, TERRY
HOLLY, RANDALL
JOHNSON, EVELYN
KUPPU, MEEMU
LADDUSAW, DARRELL
LINDSEY, SYDNEY
LINDSEY, THOMAS
LOTT, JOHN
MARTIN, RAD
MCINNIS, ROBERT
MCMULLEN, HERBERT
MONTGOMERY, WILLIAM
MOORE, DON
MORRIS, PHILLIP
NEEDHAM, CHRIS
NETTLES, ALBERT
ODOM, GERALD
PIERCE, GREG
RAMER, RICHARD
RAMSEY, MARIE
SAWYER, CRAIG
SHAW, J. B. (BEN)
SHIRLEY, DON
SMITH, KENNEHT
SMITH, LUCKIE
SMITHWICK, KENNETH
STUCKEY, SONNY
THOMPSON, WILLIAM
TIPPY, THOMAS R.
TROTTER, RONNIE
VANN, ROBERT
VICK, CONRAD
WIGGINS, PAUL
WHOLERS, JIM

BOISE-CASCADE

ALDAY, JOE
ALLEN, TOLLIEL
ARMSTRONG, JOE
BAGGETT, JOE
BAILEY, MELINDA
BECK, TERRY
BLOUNT, JOEY
BOLEN, KEITH
BRUNSON, RAY
CARPENTER, CAROLYN
CARROLL, JUMMY
CHANEY, ARTHUR
CHASTAIN, COLEMAN
CHASTAIN, HAROLD
CLOLINGER, GORDON
COLE, BUDDY
COLEMAN, CHASTAIN
CREW, BILL
CROCKER, SARAH
DAFFIN, MARY
DAUGHERTY, NIKKI
DEAN, ROBERT
DEWITT, GAY
DUKE, COATE
DUNAGEN, DONALD
FAITH, JOE
FAITH, LEROY
FOUST, EDWINA
FELTON, BILL
GAZELL, MIKE
GIBSON, SHARON
GLINSKI, KEN
GOLDMAN, MARSHA
GOODWIN, JAMES
GRANT, RICK
GREEN, DON
GUY, CHARLES
HARPER, TERRI
HARPER, WILLIAM
HARRELL, HARRY
HAWZE, THEODORE
HAYNES, TERRI
HEARN, BILL
HENDERSON, EDNA
HENDERSON, FRANK
JERITAGE, JOHNNY
HODGE, KAREN
HORTON, WINSTON
HUGHSTON, SARAH
IKNER, DAVID
JACKSON, CAROL
HACKSON, EARL
JACKSON, EDD
JACOBS, WALTER
JAMES, EDDIE
JANES, LULA
JOHNSON, LAKEY
JONES, HOWARD
JONES, JACK
JONES, KENT
JONES, TIM
JONES, NORVELLE
KARR, PAUL
LAZENBY, DAVID
LEED, JIM
LEED, JIM
LEWIS, BILL
LACKEY, CHUCK
LONG, HENRY
LONG, RICHARD
LOWE, BOB
LUCAS, ALICE
MATTHEWS, JEAN
MATTHEWS, JOE
MAXWELL, PAT
MCDONALD, BUTCH
MCDONALD,PAM
MCINTYRE, CHARLES
MEADOWS, SAM
MERTSLER, J. C.
MONTGOMERY, SAM
MOORE, EARL
MORGAN, CECIL
MOSLEY, EMORY
MURRY, SHARON
OVERTON, RAY
PALMER, GUY
PAUL, KAY
PAUSTIAN, DICK
PEELE, BILL
PEZENT, GAINES
PRITCHETT, FLOYD
PUGH, CARLTON
RAYBIN, TERRY
REEVES, CHARLES
RICKLETS, DON
RICKARD, DAVID
RILEY, STAN
ROBERTS, SAM
ROBINSON,JAMES
ROBINSON, RORY
RODGERS, JOHN
SCHELL,LYNA
SCHMIDT, DAN
SCHULTZ, HORACE
SKINNER, ROBERT
SNYLY, DOUG
SPARKS, TOMMY
STUART, KEN
SULLIVAN, J. O.
SULLIVAN, LEONARD
TARVER, NIKKI
WALKER, JAMES
WALKER, LARRY
WALKER, WILLIAM
WEAVER, CINDY
WEAVER, JAMES
WHEELER, TOM
WHITE, CARL
WHITEHEAD, MIKE
WILLIAMS, EDDIE
WILLIAMS, SONNY
WILSON, TREY
WOODWARD, GEORGE
WOOTER, FRED
WORTHY, MATT

CHICK*A*DEE

BOYKIN, LEASIE
DEMENT, BYRON
GATES, ANITA
HUNT, YOLANDA
JONES, BERNICE
JONES, KEN
KNIGHT, KERRY
LANKFORD, TAMMY
LEGGETT, LINDA
MCGILBERRY, LINDA
PHILLIPS, FRANK
PUGH, GLENDA
RAGER, MARY
WALLACE, THOMAS

COMMERCIAL NATIONAL BANK

BAKER, JOANN
BARNES, JAMES
BARNES, KATHERINE
BARNES, MARGIE
BELL LORI
BELL, SUSIE
BLACK, CHRISTINE
BRADLEY, CLAIRE
BROUGHTON, JANE
CASPER, LONA
CREPPS, BRANDON
DAVIS, THEUS
DUNCAN ELOISE
ETHRIDGE, TRACEY
HENDERSON, ACQUINETTA
HENDERSON LOIS
HILL, CYLESE
HOULDITCH, JENNY
JONES, LEE
JONES, MEADOR
KERBY, OLEN
KIDD, VIRGINIA ANN
MCCOUN, ROXANNE
MULLEN, ANGIE
NICHOLSON, CHERYL
ODOM, BIBIAN
SIMPKINS, PATRICIA
SMITH, SUSANNA
SQUIRES, JESSICA
STANFORD, JIM
STRANGE, ANNE
STROUD, JANICE
THOMASON, COOKIE
TUCKER, LINDA
WESTBROOK, A.G.
WILLIAMS, MARIE
WINTERS, BARBARA

DEMOPOLIS MANUFACTURING COMPANY

ALLEN, BRIAN
ALLEN, HENRY
BAKER, MICHAEL
BANKS, ALVIN
BENNETT, STEVE
BOWDEN, KENDRICK
BOWDEN, TOMMY
BOYD, CHESTER
BROWN, BILL
BROWN, ISREAL
CARTER, ANDREW
CARTER, CLIFTON
CARTER, CONRAD
CLAPPER, JAMES
CLARK, DERRICK
COBB, DARRELL
COBB, LARRY
COLEMAN, ANDY
COLLIER, BOSTON
COODY, JIMMY
COOPER, LEO
COSBY, VINSON
CRAMER, DARRELL
DELANCY, BRUCE
DIAMOND, BOBBY
DUKE, ALAN
ETHRIDGE, CHARLES
ETHERIDGE, JOHN
EVANS, PRINCE
FINNEY, BRUCE
FORD, TEDDY
FREEMAN, DAN
FULMER, WINDAL
GAMBLE, CARL
GARNER, NATHANIEL
GARRETT, JAMES
GIBSON, EDWARD
GILES, MICHAEL
GLASS, EVERETTE
GREEN, JOHN
HOLIFIELD, GREGORY
HOMAN, MARK
HUDSON, ISIAH
INGRID, RICHARD
JAMES, GARRETT
JENKINS, ROBERT
JENKINS, STEVE
JIMERSON, DONNIE
JOHNSON, ROBERT
JONES, THOMAS
KAEO, ALNI
KNIGHT, MARSHALL
KOEHN, KENNETH
LAWSON, CLIFFORD
LAWSON, WILLIE
LEE, ALBERT
LEE, ALVIN
LINDER, DARRELL
LOND, RITA
MAJORS, RICHARD
MASSENGALE, KENNY
MAYTON, THOMAS
MAZINGO, GLEN
MCCARTHY, DAVID
MCCRORY, JIMMY
MCDOWELL, JOHN
MCDOWELL, DEAN
MCDOWELL, WILLIAM
MITCHELL, BENJAMIN
MIZELL, WILLIAM
MOSLEY, MASON
NEWTON, ARNOLD
NEWTON, WENDEL
OATES, JOSEPH
OATES, KATHY
PARTEN, KENNY
POELLNITZ, CARL
RACKLEY, ANDREA
RADCLIFF, BILLY
REAMS, COLIN
RICHARDSON, VERNON
RINEHART, WILLIAM
ROBERTS, KEVIN
ROSER, BERNARD
SHERWOOD, KEN
STOCKMAN, MIKE
STOCKMAN, WILLIAM
THERMAN, EARNEST
TINDLE, DAVID
TINDLE, JOHN
TRAVIS, CINNAMON
TURBERVILLE, LARRY
TURNER, GREGORY
TURNER, MARK
TURNER, WILLIAM
VETZEL, IRVIN
VICE, JAMES
WARD, OZELL
WHITEHEAD, HENRY
WILLIAMS, JOHNNY
WILLIAMS, THOMAS
WILSON, ROGER
WILSON, WILLIAM
WOOLRIDGE, JOHN

MONROE COUNTY HOSPITAL

AKINS, PAMELA
FENDLEY, MARSHA
FROST, DAVID
GRIMES, MARY
HANKS, DELORIS
HART, CATHY
JOHNS, CHRIS
LAMBERT, LOLAR
MANNING, GRACE
MARTORANA, JUDY
MCPHAUL, TIM
MOORE, DAVE
MOORE, ELIZABETH
MOOREHEAD, ROBERT
NEW, WILLIAM
MIEHUSS, LAWRENCE
NOWLING, ANTARA
POWELL, DEBBIE
RILEY, JAMES
SASSER, JOYCE
SHEPERD, STEPHEN
TURBERVILLE, GAIL
WINDHAM, MIKE

TEMPLE

BAGGETT, PAUL
WARD, ROBBIE
BAGGETT, STEVE
BECKMAN, JOHN
FAILS, ELLIOTT
FENDLEY, RANDALL
FLOWERS, RONALD
GALLERY, JAMES
KIMBRO, BO
RESTER, WOODY
SCOTT, CHRIS

UNITED SECURITY BANK

ABSTON, ALLEN
AGEE, MARGARET
ANDERSON, CHRISTOPHER
ANDERSON, JR., CARLTON F.
ANDERSON, CHUCK
AVERITT, STEFANIE
BAGLEY, GAIL
BARNES, PAT
BAUGH, LYNN
BLAES, CAREY E.
BLANKENSHIP, RITA
BOULER, SARAH
BOUTWELL, SUZANNE
BRADFORD, LAURA
BROOKS, LINDA K.
BROWN, SONJA
BROWN, VERNETTE
BUFORD, BETTIE
BURROUGHS, SONDRA
CAMPBELL, LESLEY
CARTER, ERLINE
CHAMPION, ROSE
CHAPMAN, LINDA
CHASTAIN, LINDA
CLARKE, JEFFERSON
COTTEN, SHARA B.
COX, PEGGY
CRAFT, CHARLENE
DAVIS, KIMBERLY
DEMENT, SHARA
DOGGETT, CHRIS
DOZIER, BEVERLY
DUNAGAN, LAURA
DYESS, JOEL
ELROD, MILDRED
ETHERIDGE, CAROLYN
FENDLEY, PAMELA
FREEMAN, KAREN
FULLER, CHIQUITA
GAMBLE, MICHELLE
GREER, TERRI
GIBBONS, JOANN
GRAHAM, KAY
GREEN, DONNA
HARWELL, FAYE
HARVEY, RICHARD
HERRON, ESSIE
HICKS, SUSAN
HIGDON, JOHN
HORTON, RETA
INGRAM, JOHN
INGRAM, ROSEMARY
JIMERSON, DONNA
JIMERSON, JENNIFER
JOHNSON, CATHY
JOHNSON, DANNIE
KELLEY, EDNA
KELLEY, LINDA
LANDRUM, JACKIE
LOCKETT, ONNIE
MANESS, BETTY
MARTIN, PAM
MAYS, VERA
MCCONNELL, RAYMOND
MCDANIEL, VIDA
MCHANEY,SALLY
MOODY, JANICE
MOORE, CAROLYN G.
MORGAN, WILIAM
MOSLEY, BOBBIE
NELSON, MICHAEL
NELSON, RHODA
NELSON, ROBIN
PARTEN, JENNIFER
PHILLIPS, GLENDA
PRITCHARD, MARGARET
PRUITT, BELINDA
PRUITT,SHELIA R.
RAMSEY, MARIE
REEVES, HATTIE
RETHERFORD, SARA
ROBERTS, ANGELA
ROBERTS, FRANCES L.
ROBERTS, KAY
ROBERTS, NOLEY M.
ROBERTS, VERONICA K.
RODGERS, JOHN
ROLINSON, GLADYS
SCHMIDT, GARY
SELLERS, LARRY
SHAMBURGER, GLORIA J.
SHIELDS, JODA
SIMS, JUNE V.
SINGELTON, KATHY
SINGLEY, JUANITA L.
SMITH, ELIZABETH
SMITH, FAYE
SMITH, JANET B.
SMITH, LINDA F.
STEADMAN, MARTHA JO
STORIE, BARBARA
TAYLOR, TRACIE
THOMPSON, DEBRA
TURNER, DEBBIE
WAINWRIGHT, JACK M.
WALKER, ANGELA
WLAKER, TRACEY
WEBBER, TINA
WELLS, MARY E.
WHINGHAM, MARIE M.
WHITE, RUBY LEE A.
WILEY, REGINALD
WILLIAMS, TERESA
WRIGHT, MARY L.
YOUNG, ROSIE I.

VANITY FAIR.BS

ADAMS, CAROLE
ANDERSON, PEARLIE
BLACK, BUD
BOOKER, REBECCA
BOZEMAN, MAZIE
BUCHANAN, VERLA
BUSH, JACQUELINE
CHANEY, BARBARA
CULPEPPER, RUTH
DAIN, CUPIDEAN
DOGGETT, CAROLYN
DUBOSE, MARY
ELDRIDGE, GAIL
GAINES, BENNIE
HARRISON, SHERRY
HENDLEY, MAXIE
HORN, BESSIE
HORTON, GLENDA
JENKINS, CRYSTAL
JIMERSON, DEBORAH
JOHNSON, VANESSA
KENNEDY, ATTIE
KING, DOYLE
LOTLEY, VIRGINIA
LUCAS, JANE
MANLEY, KATINA
MARTIN, JESSE
MCDEVITT, ALICE
MITCHELL, CLARETHA
MOSLEY, BENNIE
MOZINGO, BECKY
PARTEN, MARTHA
RIDGEWAY, RUTH
SEALS, BARBARA
SKELTON, PATRICIA
STAFFORD, KAY
THEAD, DORIS
THOMPSON, JUANITA
TYSON, RITA
WATKINS, PAM

VANITY FAIR.JS

BARNES, SHERRY
BECK, TAMMY
COOPER, TAMMY
DICKINSON, MELVA
DUNN, DONALD
FOSTER, EDWINA
FOX, OLLIE
JACKSON, RACHEL
REED, DOROTHY
SULLIVAN, KAYE
WILLIAMS, ROBIN

VANITY FAIR.KM

ALTMAN, KEITH
ANDERSON, ROY
ARMSTRONG, EDDIE
BAUGH, CAROL
BAYLES, JAMES
BECK, PATRICIA
BECKHAM, CURSANDA
BERRY, MARILYN
BLACK, COREAN
BLAZEK, TODD
BRADLEY, MILDRED
BROWN, JERRY
BROWN, LUCILLE
BRYANT, SHARON
BRYANT, TRACY
BUMPER, VELMA
BURROUGHS, CYNTHIA
CAMPBELL, EVERLYN
CARSTAR, VICKIE
CHAPMAN, BRENDA
CHAPMAN, CORNELIA
CHAPMAN, NANCY
CLARK, MATTHEW
CLARKE, JERRY
CLAXTON, KENDELL
CLAXTON, KEVIN
COATES, MATTIE
COUNSELMAN, ANDREW
COX, LEONIA
CURTIS, STELLA
DAVIS, EARNEST
DIXON, ROBBIE
DONALD, DOROTHY
DUBOSE, LINDA
EUNAGAN, WILLIE
ERWIN, BARBARA
EZELL, CATHERINE
FAUST, JAMES
FLEMING, GLEN
FOXX, ROSIE
FULLER, EMMA
FAILES, CHARLENE
GARTMAN, LUCILLE
GILL, HILDA
HENDERSON, JOSEPHINE
HOVEN, MILDRED
HUGHES, ETHEL
HUNT, SHARON
JACKSON, BRENDA
JACKSON, CATHIE
JACKSON, LULA
JACKSON, MAGIE
JACKSON, MARY
JACKSON, SARAH
JACKSON, VALERIE
JAMES, BETTY
JOHNSON, ANGELIA
JONES, BOBBY
JONES, CAROLYN
JONES, DAVID
JONES, DENNIS
JONES,LINDA
JORDON,BOBBY
KENNEDY,ELIZABETH
KENNEDY, LULA
KIMBROUGH, MINNIE
KING, MELANIE
KING, SHIRLEY
KINGMAN, ROBBIE
LANKFORD, VIRGINIA
MADISON, JIMMIE
MCCASTER, SHIRLEY
MCCLINTON, WILLODEAN
MCINTYRE, KENNETH
MIMS, AMY
MIMS, SCOTT
MONTGOMERY, KATHERINE
MONTGOMERY, ROY
MORRIS, CLARA
MORTON, MARIA
MOTES, JERRY
NELSON, DOUGLAS
NIXON, WANDA
PARKER, GREGORY
PEACOCK, PAULA
PERINE, RONALD
PERNELL, KEITH
PICKENS, ALFRED
PICKENS, CHARITY
PICKENS, JUANITA
POOLE, CARL
POOLE, LEONARD
POWELL, FAY
POWELL, SANDRA
PRITCHETT, JUANITA
PUGH, BERNARD
PUGH, CHARLIE
PUGH, LEILA
RACKLEY, WILLIE

VANITY FAIR.MS

BAGGETT, TRACEY
BOOKER, DONNA
BROOKS, KIMBERLY
GREEN, CYNTHIA
HARRINGTON, MARCILLE
HENLEY, MAZIE
KNIGHT, DEBRIE
LETT, ANNIE
MCMILLIAN, LAMUEL
MERTZ, BARBARA
MIDDLETON, TABITHA
PEACOCK, PAULA
POINDEXTER, BERNICE
RANDLESON, VELMA
STABLER, BETTY
WIGGINS, MARY

DIRECT SERVICES RECAP

DIRECT SERVICES

DIRECT SERVICES TO INDIVIDUALS WERE ACCOUNTED FOR THROUGH THE USE OF PARTICIPANT PROFILES, ASSIGNMENT LOGS AND SESSION CONTROL SHEETS. COPIES OF THESE FORMS FOLLOW.

BECAUSE THE MAJORITY OF DIRECT SERVICES WERE DELIVERED ON COMPANY TIME, INDIVIDUALS WERE RESPONSIBLE FOR COMPLETING A PRESELECTED SCHEDULE OF SKILLS. IF THEY WERE UNABLE TO ATTEND A SESSION, A HANDOUT WAS LEFT FOR THEM.

THE SESSION CONTROL SHEET RECORDS THE USE OF NEWLY LEARNED SKILLS IN THE FORM OF OUTCOMES. EXERCISES WERE BUILT INTO EACH SESSION WHICH PROVIDED FOR THE IMMEDIATE APPLICATION IN AN INDUSTRIAL CASE OF THE NEW SKILLS.

PARTICIPANT PROFILE

YEAR - PLANT # - INDIVIDUAL #

____-_____-____________________

*NAME:*________________________________*TELEPHONE:*__________

*ADDRESS:*____

*SOCIAL SECURITY NUMBER:*_____________________________________

*EDUCATIONAL LEVEL:*____

INDIVIDUAL SCORE(S):
(WHERE APPLICABLE)

____

____

NEEDS ANALYSIS
(SPECIFY)

*WORK RELATED SKILLS:*____
*GED:*____
*OTHER:*____

*INSTRUCTOR COMMENTS:*____
____
____
____
____

ASSIGNMENT LOG

ASSIGNMENT:

OUTCOME:

ASSIGNMENT:

OUTCOME:

ASSIGNMENT:

OUTCOME:

SESSION CONTROL SHEET

PARTNER:

DATE(S):

TOPIC:

NO. OF PARTICIPANTS:

NEEDS ANALYSIS:

SPECIFIC OUTCOME:

CYCLES DEFINED

1992

CYCLE I: AUGUST, SEPTEMBER, OCTOBER

CYCLE 2: NOVEMBER, DECEMBER, JANUARY, 1993

1993

CYCLE 3: FEBRUARY, MARCH, APRIL

CYCLE 4: MAY, JUNE, JULY

CYCLE 5: AUGUST, SEPTEMBER, OCTOBER

CYCLE 6: NOVEMBER, DECEMBER

CYCLE 1

MONTH	TOPIC	NUMBER OF DIRECT SERVICES	OUTCOMES
AUG	MATH	63	INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY
AUG	ORAL	30	LEARNED SPEAKING TECHNIQUES APPLIED IMMEDIATELY BY HAVING THE OPPORTUNITY TO SPEAK IN FRONT OF THE GROUP
AUG	COMMUNICATION	15	LEARNED TECHNIQUES FOR IMPROVEMENT OF UPWARD AND DOWNWARD COMMUNICATION. APPLIED IMMEDIATELY IN INDUSTRY SPECIFIC CASE ANALYSIS.
SEP	TEAM BUILDING	62	WORKED AS INDIVIDUALS AND ON TEAMS, MEASURED GAINS THROUGH TEAM WORK BY APPLYING TECHNIQUES TO INDUSTRY SPECIFIC SITUATIONS.
OCT	PRESENTATION SKILLS	30	INCREASED CONFIDENCE AND EFFECTIVENESS THROUGH PRESENTING A CASE ANALYSIS FINDING TO OTHERS USING NEWLY ACQUIRED TECHNIQUES.
TOTAL DIRECT SERVICES IN CYCLE 1		200	

SESSION CONTROL SHEET

PARTNER: DEMOPOLIS MANUFACTURING COMPANY

DATE(S): AUGUST 6 THROUGH 18, 1992

TOPIC: MATH

NO. OF PARTICIPANTS: 63

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	AUGUST 19, 20, 1992
TOPIC:	ORAL PRESENTATIONS
NO. OF PARTICIPANTS:	30 TOTAL FROM BOTH DAYS
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED SPEAKING TECHNIQUES APPLIED IMMEDIATELY BY HAVING THE OPPORTUNITY TO SPEAK IN FRONT OF THE GROUP.

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	AUGUST 25, 1992
TOPIC:	COMMUNICATION WITH SUPERVISORS
NO. OF PARTICIPANTS:	15
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TECHNIQUES FOR IMPROVEMENT OF UPWARD AND DOWNWARD COMMUNICATION. APPLIED IMMEDIATELY IN INDUSTRY SPECIFIC CASE ANALYSIS

SESSION CONTROL SHEET

PARTNER: UNITED SECURITY BANK

DATE(S): SEPTEMBER 22, 23, 24, 1992

TOPIC: TEAM BUILDING

NO. OF PARTICIPANTS: 62 TOTAL FOR THREE DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: WORKED AS INDIVIDUALS AND ON TEAMS, MEASURED GAINS THROUGH TEAM WORK BY APPLYING TECHNIQUES TO INDUSTRY SPECIFIC SITUATIONS.

SESSION CONTROL SHEET

PARTNER: BOISE-CASCADE

DATE(S): OCTOBER 7, 8, 1992

TOPIC: PRESENTATION SKILLS

NO. OF PARTICIPANTS: 30 TOTAL FOR TWO DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: INCREASED CONFIDENCE AND EFFECTIVENESS THROUGH PRESENTING A CASE ANALYSIS FINDING TO OTHERS USING NEWLY ACQUIRED TECHNIQUES.

CYCLE 2

MONTH	TOPIC	NUMBER OF DIRECT SERVICES	OUTCOMES
NOV	PRESENTATION SKILLS	30	INCREASED CONFIDENCE AND EFFECTIVENESS THROUGH PRESENTING A CASE ANALYSIS FINDING TO OTHERS USING NEWLY ACQUIRED TECHNIQUES.
DEC	INTERPERSONAL SKILLS	62	USED APPROPRIATE COMMUNICATION TO DEVELOP AGREED-UPON BEHAVIORS TO RESOLVE A WORK-RELATED PROBLEM WITHIN A DEPARTMENT FROM AN INDUSTRY SPECIFIC CASE.
TOTAL DIRECT SERVICES IN CYCLE 2		92	

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	NOVEMBER 5, 6, 1992
TOPIC:	PRESENTATION SKILLS
NO. OF PARTICIPANTS:	30 TOTAL FOR TWO DAYS
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	INCREASED CONFIDENCE AND EFFECTIVENESS THROUGH PRESENTING A CASE ANALYSIS FINDING TO OTHERS USING NEWLY ACQUIRED TECHNIQUES.

SESSION CONTROL SHEET

PARTNER:	UNITED SECURITY BANK
DATE(S):	DECEMBER 15, 16, 17, 1992
TOPIC:	INTERPERSONAL SKILLS
NO. OF PARTICIPANTS:	62 TOTAL FOR THREE DAYS
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	USED APPROPRIATE COMMUNICATION TO DEVELOP AGREED-UPON BEHAVIORS TO RESOLVE A WORK-RELATED PROBLEM WITHIN A DEPARTMENT FROM AN INDUSTRY SPECIFIC CASE.

CYCLE 3

MONTH	TOPIC	NUMBER OF DIRECT SERVICES	OUTCOMES
FEB	INTERVIEWING/IMAGE	10	INCREASED AWARENESS OF THE SKILLS, BOTH VERBALLY AND WRITTEN, NECESSARY FOR A SUCCESSFUL JOB INTERVIEW. LEARNED TECHNIQUES FOR PROJECTING A POSITIVE IMAGE.
MAR	TQM ORIENTATION	25	CONSTRUCTED AN INDUSTRY SPECIFIC FLOW CHART FOR A PROCESS. USED A SURVEY TO INTERVIEW AN INTERNAL CUSTOMER.
MAR	POSITIVE IMAGE	25	LEARNED TECHNIQUES TO PROJECT A POSITIVE IMAGE. APPLIED THEM THROUGH TAKE HOME MATERIALS.
MAR	ASSESSMENT	20	EXAMINED INDIVIDUAL GOALS AS COMPARED TO ASSESSMENT RESULTS.
MAR	TQM	20	COMPLETED AN INDUSTRY SPECIFIC FLOW CHART OF A PROCESS. SURVEYED AN INTERNAL CUSTOMER.
MAR	COMPUTER KEYBOARDING	62	HANDS ON FAMILIARITY WITH COMPUTER TO ENHANCE USE OF SPECIFIC SOFTWARE.
APR	JOB DESCRIPTION	3	DISCUSSED METHODOLOGY TO DEPLOY IN JOB ASSESSMENT-JOB SKILLS ANALYSIS, MANAGEMENT APPROVAL AND ENDORSEMENT.
SUBTOTAL FROM THIS PAGE		165	

APR	ASSERTION	24	USED ASSERTION IN AN INDUSTRY SPECIFIC CASE ANALYSIS TO POSITIVELY GIVE INPUT, INITIATE AND INNOVATE.
APR	FINANCIAL MANAGEMENT	50	LEARNED TO CREATE A FAMILY BUDGET. LEARNED TO IDENTIFY, LOCATE AND ORGANIZE IMPORTANT FINANCIAL PAPERS.
APR	JOB SKILLS ANALYSIS	4	REVIEW COMMITTEE ESTABLISHED.
APR	ACTIVE LISTENING	62	USED LISTENING SKILLS TO SOLVE A WORK-RELATED PROBLEM, THROUGH DETERMINING BARRIERS AND PERSONAL LISTENING STYLES.

TOTAL FROM THIS PAGE	140
TOTAL FROM PREVIOUS PAGE	165
TOTAL DIRECT SERVICES IN CYCLE 3	305

SESSION CONTROL SHEET

PARTNER: SUCCESS CENTER ALABAMA SOUTHERN COMMUNITY COLLEGE

DATE(S): FEBRUARY 12, 1993

TOPIC: INTERVIEWING/IMAGE

NO. OF PARTICIPANTS: 10

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: INCREASED AWARENESS OF THE SKILLS, BOTH VERBALLY AND WRITTEN, NECESSARY FOR A SUCCESSFUL JOB INTERVIEW. LEARNED TECHNIQUES FOR PROJECTING A POSITIVE IMAGE TO OTHERS.

SESSION CONTROL SHEET

PARTNER;	VANITY FAIR (BUTLER)
DATE(S):	MARCH 4, 1993
TOPIC:	TQM ORIENTATION
NO. OF PARTICIPANTS:	25
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	CONSTRUCTED AN INDUSTRY SPECIFIC FLOW CHART FOR A PROCESS. USED A SURVEY TO INTERVIEW AN INTERNAL CUSTOMER.

SESSION CONTROL SHEET

PARTNER: VANITY FAIR (BUTLER)

DATE(S): MARCH 4, 1993

TOPIC: POSITIVE IMAGE

NO. OF PARTICIPANTS: 25

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: LEARNED TECHNIQUES TO PROJECT A POSITIVE IMAGE. APPLIED THEM THROUGH TAKE HOME MATERIALS.

SESSION CONTROL SHEET

PARTNER: VANITY FAIR (BUTLER)

DATE(S): MARCH 9, 1993

TOPIC: ASSESSMENT

NO. OF PARTICIPANTS: 20

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: EXAMINED INDIVIDUAL GOALS AS COMPARED TO ASSESSMENT RESULTS.

SESSION CONTROL SHEET

PARTICIPANT:	VANITY FAIR JACKSON
DATE(S):	MARCH 16, 1993
TOPIC:	TQM
NO. OF PARTICIPANTS:	20
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	COMPLETED AN INDUSTRY SPECIFIC FLOW CHART OF A PROCESS SURVEYED AN INTERNAL CUSTOMER.

SESSION CONTROL SHEET

PARTNER: UNITED SECURITY

DATE(S): MARCH 16, 17, 18, 1993

TOPIC: COMPUTER KEYBOARDING

NO. OF PARTICIPANTS: 62 TOTAL FOR THREE DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: HANDS ON FAMILIARITY WITH COMPUTER TO ENHANCE USE OF SPECIFIC SOFTWARE.

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING MILL PLANT #14

DATE(S): APRIL 5, 1993

TOPIC: JOB DESCRIPTION

NO. OF PARTICIPANTS: 3

NEEDS ANALYSIS: UPDATE AND IDENTIFY SPECIFIC JOB SKILLS

SPECIFIC OUTCOME: DISCUSSED METHODOLOGY TO DEPLOY IN JOB ASSESSMENT - JOB SKILLS ANALYSIS. MANAGEMENT APPROVAL AND ENDORSEMENT ATTAINED.

SESSION CONTROL SHEET

PARTNER:	MONROE COUNTY HOSPITAL
DATE(S):	APRIL 8, 1993
TOPIC:	ASSERTION
NO. OF PARTICIPANTS:	24
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	USED ASSERTION IN AN INDUSTRY SPECIFIC CASE ANALYSIS TO POSITIVELY GIVE INPUT, INITIATE AND INNOVATE.

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR BUTLER
DATE(S):	APRIL 13, 1993
TOPIC:	FINANCIAL MANAGEMENT
NO. OF PARTICIPANTS:	50
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO CREATE A FAMILY BUDGET. LEARNED TO IDENTIFY, LOCATE AND ORGANIZE IMPORTANT FINANCIAL PAPERS.

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING - JACKSON

DATE(S): APRIL 19, 1993

TOPIC: JOB SKILLS ANALYSIS

NO. OF PARTICIPANTS: 4

NEEDS ANALYSIS: OVERVIEW PRESENTATION AND PARTICIPANT ASSIGNMENT REVIEW

SPECIFIC OUTCOME: REVIEW COMMITTEE ESTABLISHED

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	APRIL 27, 28, 29, 1993
TOPIC:	ACTIVE LISTENING
NO. OF PARTICIPANTS:	62 FOR ALL THREE DAYS
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	USED LISTENING SKILLS TO SOLVE A WORK-RELATED PROBLEM, THROUGH DETERMINING BARRIERS AND PERSONAL LISTENING STYLES.

CYCLE 4

MONTH	TOPIC	NUMBER OF DIRECT SERVICES	OUTCOME
MAY	COMMUNICATION	21	USED INDUSTRY SPECIFIC EXAMPLES TO DISTINGUISH BETWEEN SENSITIVE AND NON-SENSITIVE COMMUNICATION, THROUGH CASE ANALYSIS AND IN-SESSION EXERCISES. APPLIED TECHNIQUES IN ORAL, WRITTEN, DIVERSITY, CONFLICT, INTERPERSONAL, APPRAISAL, SAFETY AND OTHER WORK-PLACE COMMUNICATION.
MAY	TIME MANAGEMENT	50	LEARNED TO WORK MORE EFFICIENTLY AND PRIORITIZE THROUGH WORK-RELATED EXAMPLES.
MAY	ELASTIC KNITTER	8	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES.
MAY	SHIPPING CLERK	6	COMEZ WORKERS PERFORMED AN OBSERVATION STUDY.
MAY	TIME MANAGEMENT	45	LEARNED TO WORK EFFICIENTLY AND PRIORITIZE THROUGH WORK-RELATED EXAMPLES.
JUNE	WARP KNITTER SKILLS	6	REVIEWED EXISTING PROCEDURES. LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES.
SUBTOTAL THIS PAGE		178	

JUN	GOAL SETTING	10	LEARNED TO SET PERSONAL AND PROFESSIONAL GOALS IN A REALISTIC MANNER. APPLIED TECHNIQUES TO A WORK-RELATED EXERCISE.
JUN	KNITTER LEARNER	4	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES.
JUN	TIME MANAGEMENT	10	LEARNED TO WORK MORE EFFICIENTLY AND PRIORITIZE THROUGH WORK-RELATED EXAMPLES.
JUN	ASSESSMENT OF BASIC SKILLS	11	EXAMINED INDIVIDUAL GOALS AS COMPARED TO ASSESSMENT RESULTS.
JUN	ASSESSMENT OF BASIC SKILLS	11	EXAMINED INDIVIDUAL GOALS AS COMPARED TO ASSESSMENT RESULTS.
JUN	DRAW-IN OPERATOR	8	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES.
JUN	ASSESSMENT OF BASIC SKILLS	11	EXAMINED INDIVIDUAL GOALS AS COMPARED TO ASSESSMENT RESULTS.
JUL	INDUSTRIAL MATH	11	INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY.
JUL	QUALITY INSTRUCTOR	6	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES.
JUL	WOODYARD INITIAL	35	REPORT SHOWING COMPETENCIES ASSESSMENT LEVELS; ESTABLISHED BENCHMARKS.
JUL	INDUSTRIAL MATH	11	INDUSTRIAL SPECIFIC ASSESSMENT OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY.
SUBTOTAL THIS PAGE		136	

JUL	ACTIVE LISTENING	45	LEARNED TO IDENTIFY CAUSES OF "NOT LISTENING", LISTENING TYPE AND HOW TO IMPROVE LISTENING AND RESPONDING THROUGH ROLE PLAYING.
JUL	INDUSTRIAL MATH	11	INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY.
JUL	COMMUNICATION	15	LEARNED HOW TO COMMUNICATE GIVING FEEDBACK, ACTIVELY LISTENING, AS A TEAM AND IN THE NEW SUPERVISOR ROLE THROUGH ROLE PLAYING AND EXERCISES.
JUL	INDUSTRIAL MATH	11	INDUSTRIAL SPECIFIC ASSESSMENT OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY.
JUL	UTILITY OPERATOR	8	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES.
AUG	INDUSTRIAL MATH	11	INDUSTRIAL SPECIFIC ASSESSMENT OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY.
AUG	INDUSTRIAL MATH	11	INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY.

TOTAL THIS PAGE	123
TOTAL FROM PREVIOUS PAGES	314
TOTAL DIRECT SERVICES IN CYCLE 4	437

SESSION CONTROL SHEET

PARTNER: ALABAMA RIVER PULP

DATE(S): MAY 3, 4, 5, 1993

TOPIC: COMMUNICATION

NO. OF PARTICIPANTS: 21

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: USED INDUSTRY SPECIFIC EXAMPLES TO DISTINGUISH BETWEEN SENSITIVE AND NON-SENSITIVE COMMUNICATION, THROUGH CASE ANALYSIS AND IN-SESSION EXERCISES, APPLIED TECHNIQUES IN ORAL, WRITTEN, DIVERSITY, CONFLICT, INTERPERSONAL APPRAISAL, SAFETY AND OTHER WORK-PLACE COMMUNICATION.

SESSION CONTROL SHEET

PARTNER: ALABAMA RIVER PULP

DATE(S): MAY 10, 11, 12, 1993

TOPIC: COMMUNICATION

NO. OF PARTICIPANTS: 21

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: USED INDUSTRY SPECIFIC EXAMPLES TO DISTINGUISH BETWEEN SENSITIVE AND NON-SENSITIVE COMMUNICATION, THROUGH CASE ANALYSIS AND IN-SESSION EXERCISES, APPLIED TECHNIQUES IN ORAL, WRITTEN, DIVERSITY, CONFLICT, INTERPERSONAL APPRAISAL, SAFETY AND OTHER WORK-PLACE COMMUNICATION.

SESSION CONTROL SHEET

PARTNER: ALABAMA RIVER PULP

DATE(S): MAY 17, 18, 19, 1993

TOPIC: COMMUNICATION

NO. OF PARTICIPANTS: 21

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: USED INDUSTRY SPECIFIC EXAMPLES TO DISTINGUISH BETWEEN SENSITIVE AND NON-SENSITIVE COMMUNICATION, THROUGH CASE ANALYSIS AND IN-SESSION EXERCISES, APPLIED TECHNIQUES IN ORAL, WRITTEN, DIVERSITY, CONFLICT, INTERPERSONAL APPRAISAL, SAFETY AND OTHER WORK-RELATED COMMUNICATION.

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR BUTLER
DATE(S):	MAY 11, 1993
TOPIC:	TIME MANAGEMENT
NO. OF PARTICIPANTS:	50
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO WORK MORE EFFICIENTLY AND PRIORITIZE THROUGH WORK-RELATED EXAMPLES.

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL PLANT #14
DATE(S):	MAY 21, 1993
TOPIC:	ELASTIC KNITTER
NO. OF PARTICIPANTS:	8
NEEDS ANALYSIS:	OBSERVE AND IDENTIFY JOB SKILLS FOR COMEZ KNITTER
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING MILL - PLANT # 14

DATE(S): MAY 24, 1993

TOPIC: SHIPPING CLERK (COMEZ)

NO. OF PARTICIPANTS: 6

NEEDS ANALYSIS: OBSERVE AND IDENTIFY JOB SKILLS OF THE COMEZ SHIPPING CLERK

SPECIFIC OUTCOME: COMEZ WORKERS PERFORMED AN OBSERVATION STUDY.

SESSION CONTROL SHEET

PARTNER: UNITED SECURITY BANK

DATE(S): MAY 25, 26, 27, 1993

TOPIC: TIME MANAGEMENT

NO. OF PARTICIPANTS: 45 FOR ALL THREE DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: LEARNED TO WORK EFFICIENTLY AND PRIORITIZE THROUGH WORK-RELATED EXAMPLES.

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILLS
DATE(S):	JUNE 3, 1993
TOPIC:	WARP KNITTER SKILLS
NO. OF PARTICIPANTS:	6
NEEDS ANALYSIS:	IDENTIFY JOB SKILLS FOR WARP KNITTER
SPECIFIC OUTCOME:	REVIEWED EXISTING PROCEDURES. LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR SEWING (MONROEVILLE)
DATE(S):	JUNE 5, 1993
TOPIC:	GOAL SETTING
NO. OF PARTICIPANTS:	10
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO SET PERSONAL AND PROFESSIONAL GOALS IN A REALISTIC MANNER. APPLIED TECHNIQUES TO A WORK-RELATED EXERCISE.

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL
DATE(S):	JUNE 11, 1993
TOPIC:	KNITTER LEARNER
NO. OF PARTICIPANTS:	4
NEEDS ANALYSIS:	IDENTIFY JOB SKILLS FOR KNITTER LEARNER
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER: VANITY FAIR SEWING (MONROEVILLE)

DATE(S): JUNE 15, 1993

TOPIC: TIME MANAGEMENT

NO. OF PARTICIPANTS: 10

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: LEARNED TO WORK MORE EFFICIENTLY AND PRIORITIZE THROUGH WORK-RELATED EXAMPLES.

SESSION CONTROL SHEET

PARTNER: TEMPLE-INLAND

DATE(S): JUNE 15, 1993

TOPIC: ASSESSMENT OF BASIC SKILLS

NO. OF PARTICIPANTS: 11

NEEDS ANALYSIS: COMMUNICATION/ COMPUTAION SKILLS

SPECIFIC OUTCOME: EXAMINED INDIVIDUAL GOALS AS COMPARED TO ASSESSMENT RESULTS

SESSION CONTROL SHEET

PARTNER: TEMPLE-INLAND

DATE(S): JUNE 22, 1993

TOPIC: ASSESSMENT OF BASIC SKILLS

NO. OF PARTICIPANTS: 11

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION

SPECIFIC OUTCOME: EXAMINED INDIVIDUAL GOALS AS COMPARED TO ASSESSMENT RESULTS

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL
DATE(S):	JUNE 25, 1993
TOPIC:	DRAW-IN OPERATOR
NO. OF PARTICIPANTS:	8
NEEDS ANALYSIS:	IDENTIFY JOB SKILLS FOR DRAW-TIV OPERATOR
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER: TEMPLE-INLAND

DATE(S): JUNE 29, 1993

TOPIC: ASESSMENT OF BASIC SKILLS

NO. OF PARTICIPANTS: 11

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION

SPECIFIC OUTCOME: EXAMINED INDIVIDUAL GOALS AS COMPARED TO ASSESSMENT RESULTS

SESSION CONTROL SHEET

PARTNER:	TEMPLE-INLAND
DATE(S):	JULY 6, 1993
TOPIC:	INDUSTRIAL MATH
NO. OF PARTICIPANTS:	11
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION
SPECIFIC OUTCOME:	INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY

SESSION CONTROL SHEET

PARTICIPANT:	VANITY FAIR KNITTING MILL
DATE(S):	JULY 7, 1993
TOPIC:	QUALITY INSTRUCTOR
NO. OF PARTICIPANTS:	6
NEEDS ANALYSIS:	IDENTIFY QUALITY INSTRUCTOR JOB SKILLS
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER: BOISE-CASCADE

DATE(S): JULY 7, 14, 21, 1993

TOPIC: WOODYARD INITIAL ASSESSMENT

NO. OF PARTICIPANTS: 35 TOTAL FOR THREE DAYS

NEEDS ANALYSIS: COMPETENCIES FOR COMPUTERIZED TRAINING

SPECIFIC OUTCOME: REPORT SHOWING COMPETENCIES LEVELS; ESTABLISHED BENCHMARKS.

SESSION CONTROL SHEET

PARTNER: TEMPLE-INLAND

DATE(S): JULY 13, 1993

TOPIC: INDUSTRIAL MATH

NO. OF PARTICIPANTS: 11

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION

SPECIFIC OUTCOME: INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	JULY 13, 20, 1993
TOPIC:	ACTIVE LISTENING
NO. OF PARTICIPANTS:	45 TOTAL FORM BOTH DAYS
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO IDENTIFY CAUSES OF "NOT LISTENING", LISTENING TYPE AND HOW TO IMPROVE LISTENING AND RESPONDING THROUGH ROLE PLAYING.

SESSION CONTROL SHEET

PARTNER: TEMPLE-INLAND

DATE(S): JULY 20, 1993

TOPIC: INDUSTRIAL MATH

NO. OF PARTICIPANTS: 11

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION

SPECIFIC OUTCOME: INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETEMCY

SESSION CONTROL SHEET

PARTNER:	CHICK*A*DEE
DATE(S):	JULY 26, 27, 1993
TOPIC:	COMMUNICATION
NO. OF PARTICIPANTS:	15 TOTAL FOR TWO DAYS
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED HOW TO COMMUNICATE GIVING FEEDBACK, ACTIVELY LISTENING, AS A TEAM AND IN THE NEW SUPERVISOR ROLE THROUGH ROLE PLAYING AND EXERCISES.

SESSION CONTROL SHEET

PARTNER: TEMPLE-INLAND

DATE(S): JULY 27, 1993

TOPIC: INDUSTRIAL MATH

NO. OF PARTICIPANTS: 11

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION

SPECIFIC OUTCOME: INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING MILL

DATE(S): JULY 30, 1993

TOPIC: UTILITY OPERATOR

NO. OF PARTICIPANTS: 8

NEEDS ANALYSIS: IDENTIFY JOB SKILLS FOR "UTILITY OPERATOR"

SPECIFIC OUTCOME: LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER:	TEMPLE-INLAND
DATE(S):	AUGUST 19, 1993
TOPIS:	INDUSTRIAL MATH
NO. OF PARTICIPANTS:	11
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION
SPECIFIC OUTCOME:	INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY

SESSION CONTROL SHEET

PARTNER: TEMPLE-INLAND

DATE(S): AUGUST 26, 1993

TOPIC: INDUSTRIAL MATH

NO. OF PARTICIPANTS: 11

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION

SPECIFIC OUTCOME: INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY

CYCLE 5

MONTH	TOPIC	NUMBER OF DIRECT SERVICES	OUTCOMES
AUG	COMPLETION OF MYERS-BRIGGS TESTING	60	LEARNED TO IDENTIFY AND OVERCOME COMMUNICATION BARRIERS THROUGH PREFERENCE PROFILES.
AUG	ACTIVE LISTENING	60	LEARNED TO IDENTIFY CAUSES OF "NOT LISTENING", LISTENING TYPE AND HOW TO IMPROVE LISTENING AND RESPONDING THROUGH ROLE PLAYING.
AUG	KNITTER"B"	10	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES.
AUG	CLASS "A" AND CLASS "B" MECHANICS	16	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES.
AUG	QUALITY INSPECTOR	4	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES.
AUG	COUNSELING	60	IDENTIFIED WHEN TO COUNSEL, WHY COUNSELING IS AVOIDED AND FLOW-CHARTED EFFECTIVE STEPS TO COUNSELING; USED INDUSTRY SPECIFIC CASE ANALYSIS.
AUG	INTRO TO TOTAL QUALITY	45	INCREASED AWARENESS OF THE BENEFITS OF CONTINUOUS IMPROVEMENT AND EDUCATION IN WORKPLACE.
AUG	"JUNIOR" OR "APPRENTICE" MECHANICS	16	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES.
SUBTOTAL THIS PAGE		271	

SEP	"INSIDES" (SET-UP) CREW	10	LEARNED TO REACH AND DOCUMENT STANDARDIZED PROCEDURES.
SEP	REVIEW OF WOODYARD BASIC SKILLS	15	READINESS TO MOVE ON TO COMPUTER TRAINING - 80% COMPETENCY IN INDUSTRIAL MATH, INDUSTRIAL VOCABULARY, INDUSTRIAL READING COMPREHENSION, INDUSTRY MEASUREMENT.
SEP	COUNSELING	60	IDENTIFIED WHEN TO COUNSEL, WHY COUNSELING IN AVOIDED AND FLOW-CHARTED EFFECTIVE STEPS TO COUNSELING; USED INDUSTRY SPECIFIC ANALYSIS.
SEP	"TRAINEE"	18	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES.
SEP	REVIEW OF JOB SKILLS ANALYSIS	16	THE "SUPPORT" JOB TASKS WERE TARGETED FOR STUDY.
SEP	DEVELOPING A CUSTOMER SERVICE STATEMENT, PART I	60	DEVELOPED COMMUNICATION STANDARDS FOR INTERACTING WITH CUSTOMERS.
SEP	INTERNAL/EXTERNAL CUSTOMER IDENTIFICATION	45	EXAMINED FLOWS OF INFORMATION PRODUCTS AND SERVICES BOTH INSIDE AND OUTSIDE THE ORGANIZATION TO DETERMINE SUPPLIER/CUSTOMER RELATIONSHIPS.
SEP	CUSTOMER SERVICE STATEMENT, PART II	60	DEVELOPED COMMUNICATION STANDARDS FOR INTERACTING WITH CUSTOMERS.
SEP	COACHING	45	LEARNED TO USE COACHING TECHNIQUES AS A METHOD FOR PERFORMANCE ENHANCEMENT.
SUBTOTAL THIS PAGE		329	

SEP	QUALITY MEASURES IN BANKING	45	LEARNED HOW AND WHERE TO GATHER DATA AND MEASURE RESULTS WITH REGARD TO SERVICE.
OCT	"CUSTODIAN"	5	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES.
OCT	COACHING	60	LEARNED TO USE COACHING TECHNIQUES AS A METHOD FOR PERFORMANCE ENHANCEMENT.
OCT	DEFINING QUALITY MEASURES, PART I	60	LEARNED HOW AND WHERE TO GATHER DATA AND MEASURE RESULTS WITH REGARD TO QUALITY SERVICE.
OCT	DEFINING QUALITY MEASURES, PART II	60	LEARNED HOW AND WHERE TO GATHER DATA AND MEASURE RESULTS WITH REGARD TO QUALITY SERVICE.
OCT	RECEIVING CLERK	1	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES.
OCT	STEERING COMMITTEE PLANNING SESSION	45	LEARNED TO DEFINE THE MISSION AND CHARACTERISTICS OF AN "IDEAL" COMMITTEE.

TOTAL THIS PAGE	276
TOTAL FROM PREVIOUS PAGES	600
TOTAL DIRECT SERVICES IN CYCLE 5	876

SESSION CONTROL SHEET

PARTNER:	UNITED SECURITY BANK
DATE(S):	AUGUST, 1993
TOPIC:	COMPLETION OF MYERS-BRIGGS TESTING
NO. OF PARTICIPANTS:	60
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO IDENTIFY AND OVERCOME COMMUNICATION BARRIERS THROUGH PREFERENCE PROFILES.

SESSION CONTROL SHEET

PARTNER: BOISE-CASCADE

DATE(S): AUGUST 3, 12, 17, 1993

TOPIC: ACTIVE LISTENING

NO. OF PARTICIPANTS: 60 TOTAL FOR ALL DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: LEARNED TO IDENTIFY CAUSES OF "NOT LISTENING", LISTENING TYPE AND HOW TO IMPROVE LISTENING AND RESPONDING THROUGH ROLE PLAYING.

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING MILL
PLANT #14

DATE(S): AUGUST 13, 1993

TOPIC: KNITTER "B"

NO. OF PARTICIPANTS: 10

NEEDS ANALYSIS: IDENTIFY JOB SKILLS
FOR "B" CLASS KNITTER.

SPECIFIC OUTCOME: LEARNED TO REACH CONSENSUS
AND DOCUMENT STANDARDIZED
PROCEDURES

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL
DATE(S):	AUGUST 20, 1993
TOPIC:	CLASS "A" AND CLASS "B" MECHANICS.
NO. OF PARTICIPANTS:	16
NEEDS ANALYSIS:	SKILLS AND LEVELS OF GRADATION AND EXPERTISE BETWEEN "A" AND "B" LEVEL MECHANIC
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING MILL PLANT #14

DATE(S): AUGUST 22, 1993

TOPIC: QUALITY INSPECTOR

NO. OF PARTICIPANTS: 4

NEEDS ANALYSIS: IDENTIFY JOB SKILLS FOR QUALITY INSPECTOR

SPECIFIC OUTCOME: LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER: BOISE-CASCADE

DATE(S): AUGUST 23, 26, 31, 1993

TOPIC: COUNSELING

NO. OF PARTICIPANTS: 60 TOTAL FROM ALL SESSIONS IN MONTH

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: IDENTIFIED WHEN TO COUNSEL, WHY COUNSELING IS AVOIDED AND FLOWCHARTED EFFECTIVE STEPS TO COUNSELING; USED INDUSTRY SPECIFIC CASE ANALYSIS.

SESSION CONTROL SHEET

PARTNER: COMMERCIAL NATIONAL BANK

DATE(S): AUGUST 24, 1993

TOPIC: INTRO TO TOTAL QUALITY

NO. OF PARTICIPANTS: 45

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: INCREASED AWARENESS OF THE BENEFITS OF CONTINUOUS IMPROVEMENT AND EDUCATION IN WORKPLACE.

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING
DATE(S):	AUGUST 27, 1993
TOPIC:	"JUNIOR" OR "APPRENTICE" MECHANICS.
NO. OF PARTICIPANTS:	16
NEEDS ANALYSIS:	IDENTIFY SKILLS AND GRADUATION OF PROFICIENCY REQUIRED BETWEEN "MECHANIC FIXER" "C", AND "MECHANIC FIXER HELPER" CLASSIFICATIONS.
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL PLANT #14
DATE(S):	SEPTEMBER 3, 1993
TOPIC:	"INSIDES" (SET-UP) CREW
NO. OF PARTICIPANTS:	10
NEEDS ANALYSIS:	ASCERTAIN THE PROFICIENCY IN SKILLS TO PERMIT A "MECHANIC" TO MOVE TO SET-UP, A KNITTER AND TO "NEEDLEBAR-FIXER".
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	SEPTEMBER 6, 1993
TOPIC:	REVIEW OF WOODYARD BASIC SKILLS
NO. OF PARTICIPANTS:	15
NEEDS ANALYSIS:	READINESS TO MOVE ON TO COMPUTER TRAINING - 80%; COMPETENCY IN INDUSTRIAL MATH, INDUSTRIAL VOCABULARY, INDUSTRIAL READING COMPREHENSION, INDUSTRY MEASUREMENT.
SPECIFIC OUTCOME:	COMPLETION OF WORKBOOK

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	SEPTEMBER 6, 9, 14, 1993
TOPIC:	COUNSELING
NO. OF PARTICIPANTS:	60 FOR ALL SESSIONS IN MONTH
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	IDENTIFIED WHEN TO COUNSEL, WHY COUNSELING IN AVOIDED AND FLOWCHARTED EFFECTIVE STEPS TO COUNSELING; USED INDUSTRY SPECIFIC ANALYSIS.

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING MILL PLANT #14

DATE(S): SEPTEMBER 10, 1993

TOPIC: "TRAINEE"

NO. OF PARTICIPANTS; 18

NEEDS ANALYSIS: IDENTIFY JOB SKILLS TO MOVE FROM TRAINEE TO INSIDES CREW

SPECIFIC OUTCOME: LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING MILL PLANT #14

DATE(S): SEPTEMBER 14, 1993

TOPIC: REVIEW OF JOB SKILLS ANALYSIS

NO. OF PARTICIPANTS: 16

NEEDS ANALYSIS: REVIEW OF ALL JOB ANALYSIS MATERIAL BY MECHANICS, KNITTERS, AND MANAGEMENT.

SPECIFIC OUTCOME: THE "SUPPORT" JOB TASKS WERE TARGETED FOR STUDY.

SESSION CONTROL SHEET

PARTNER:	UNITED SECURITY BANK
DATE(S):	SEPTEMBER 14, 15, 16, 1993
TOPIC:	DEVELOPING A CUSTOMER SERVICE STATEMENT, PART 1
NO. OF PARTICIPANTS:	60 TOTAL FROM ALL THREE DAYS
NEEDS ANALYSIS:	COMMUNICATION COMPUTATION SKILLS
SPECIFIC OUTCOME:	DEVELOPED COMMUNICATION STANDARDS FOR INTERACTING WITH CUSTOMERS.

SESSION CONTROL SHEET

PARTNER: COMMERCIAL NATIONAL BANK

DATE(S): SEPTEMBER 21, 1993

TOPIC: INTERNAL/EXTERNAL CUSTOMER IDENTIFICATION

NO. OF PARTICIPANTS: 45

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: EXAMINED FLOWS OF INFORMATION, PRODUCTS AND SERVICES BOTH INSIDE AND OUTSIDE THE ORGANIZATION TO DETERMINE SUPPLIER/CUSTOMER RELATIONSHIPS

SESSION CONTROL SHEET

PARTNER:	UNITED SECURITY BANK
DATE(S):	SEPTEMBER 21, 22, 23, 1993
TOPIC:	CUSTOMER SERVICE STATEMENT, PART II
NO. OF PARTICIPANTS:	60 TOTAL FROM ALL DAYS
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	DEVELOPED COMMUNICATION STANDARDS FOR INTERACTING WITH CUSTOMERS.

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	SEPTEMBER 28, 1993
TOPIC:	COACHING
NO. OF PARTICIPANTS:	45 TOTAL FOR ALL SESSIONS IN MONTH
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO USE COACHING TECHNIQUES AS A METHOD FOR PERFORMANCE ENHANCEMENT.

SESSION CONTROL SHEET

PARTNER: COMMERCIAL NATIONAL BANK

DATE(S): SEPTEMBER 28, 1993

TOPIC: QUALITY MEASURES IN BANKING

NO. OF PARTICIPANTS: 45

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: LEARNED HOW AND WHERE TO GATHER DATA AND MEASURE RESULTS WITH REGARD TO QUALITY SERVICE

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL PLANT #14
DATE(S):	OCTOBER 1, 1993
TOPIC:	"CUSTODIAN"
NO. OF PARTICIPANTS:	5
NEEDS ANALYSIS:	IDENTIFY JOB SKILLS FOR "CUSTODIANS"
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	OCTOBER 7, 12, 21, 26, 1993
TOPIC:	COACHING
NO. OF PARTICIPANTS:	60 TOTAL FROM ALL SESSIONS IN MONTH
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO USE COACHING TECHNIQUES AS A METHOD FOR PERFORMANCE ENHANCEMENT.

SESSION CONTROL SHEET

PARTNER: UNITED SECURITY BANK

DATE(S): OCTOBER 12, 13, 14, 1993

TOPIC: DEFINING QUALITY MEASURES PART I

NO. OF PARTICIPANTS: 60 TOTAL FROM ALL THREE DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: LEARNED HOW AND WHERE TO GATHER DATA AND MEASURE RESULTS WITH REGARD TO QUALITY SERVICE

SESSION CONTROL SHEET

PARTNER:	UNITED SECURITY BANK
DATE(S):	OCTOBER 19, 20, 21, 1993
TOPIC:	DEFINING QUALITY MEASURES PART II
NO. OF PARTICIPANTS:	60 TOTAL FOR ALL THREE DAYS
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED HOW AND WHERE TO GATHER DATA AND MEASURE RESULTS WITH REGARD TO QUALITY SERVICE

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING MILL PLANT #14

DATE(S): OCTOBER 21, 1993

TOPIC: RECEIVING CLERK

NO. OF PARTICIPANTS: 1

NEEDS ANALYSIS: IDENTIFY JOB SKILLS FOR RECEIVING CLERK.

SPECIFIC OUTCOME: LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER:	COMMERCIAL NATIONAL BANK
DATE(S):	OCTOBER 26, 1993
TOPIC:	STEERING COMMITTEE PLANNING SESSION
NO. OF PARTICIPANTS:	45
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO DEFINE THE MISSION AND CHARACTERISTICS OF AN "IDEAL" COMMITTEE.

CYCLE 6

MONTH	TOPIC	NUMBER OF DIRECT SERVICES	OUTCOMES
NOV	DIVERSITY AWARENESS	45	IDENTIFIED SPECIFIC GROUPS WITHIN THE ORGANIZATION BY WHICH WE SEPARATE INTO "US" AND "THEM".
NOV	STEERING COMMITTEE	45	LEARNED TO DEFINE THE MISSION MEETING AND CHARACTERISTICS OF AN "IDEAL" COMMITTEE".
NOV	CONFLICT RESOLUTION	60	LEARNED TO DISTINGUISH BETWEEN CAUSES OF CONFLICT AND ITS SYMPTOMS. LEARNED COMMON REACTIONS TO CONFLICT AND WHEN EACH IS APPROPRIATE. APPLIED ALL TO A COMPANY SPECIFIC CONFLICT.
NOV	TEAM BUILDING	45	WORKED AS INDIVIDUALS AND ON A TEAM, MEASURED GAINS THROUGH TEAM WORK BY USING INDUSTRY SPECIFIC CASE.
NOV	DIVERSITY TRAINING APPLICATIONS	60	TOOK ORGANIZATIONAL SPECIFIC "AWARENESS" OF DIVERSITY FROM PREVIOUS SESSION, IDENTIFIED BARRIERS TOWARD COMMUNICATION AND DEVELOPED STRATEGIES FOR OVERCOMING.
NOV	SHIPPING CLERK	6	A JOB OBSERVATION WAS PERFORMED WITH SHIPPING CLERKS, INTERVIEWS WERE HELD WITH TRUCK DRIVERS AND TRAFFIC MANAGEMENT PERSONNEL.
	SUBTOTAL THIS PAGE	261	

NOV	BRAIN STORMING	45	USED "BRAINSTORMING" TO GENERATE IDEAS TO SOLVE A WORK-RELATED PROBLEM.
NOV	JOB SKILLS	21	FINAL REVIEW OF ALL MATERIALS.
DEC	STRESS MANAGEMENT	60	LEARNED TECHNIQUES FOR MANAGING STRESS, A COPING MECHANISM, COMMON STRESSORS AND HOW TO COMPUTE AND INDIVIDUAL PROFILE.
DEC	STEERING COMMITTEE DEFINITION TEAM FORMATION	62	USED PREVIOUSLY ACQUIRED TECHNIQUES TO ANALYZE HOW TEAMS SHOULD BE ORGANIZED FOR CONTINUOUS IMPROVEMENT FOR 1994 AND TO DEFINE AN IDEAL" STEERING COMMITTEE TO ACT AS A CATALYST FOR IMPROVEMENT.
DEC	PROBLEM SOLVING	45	USED CAUSE AND EFFECT DIAGRAM, AND PARETO CHART TO ANALYZE DATA AND SOLVE A WORK-RELATED PROBLEM.

TOTAL THIS PAGE	233
TOTAL FROM PREVIOUS PAGE	261
TOTAL DIRECT SERVICES IN CYCLE 6	494

SESSION CONTROL SHEET

PARTNER: UNITED SECURITY BANK

DATE(S): NOVEMBER 9, 10, 11, 1993

TOPIC: DIVERSITY AWARENESS

NO. OF PARTICIPANTS: 45 TOTAL FOR ALL THREE DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: IDENTIFIED SPECIFIC GROUPS WITHIN THE ORGANIZATION BY WHICH WE SEPARATE INTO "US" AND "THEM".

SESSION CONTROL SHEET

PARTNER:	COMMERCIAL NATIONAL BANK
DATE(S):	NOVEMBER 10, 1993
TOPIC:	STEERING COMMITTEE MEETING
NO. OF PARTICIPANTS:	45
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO DEFINE THE MISSION AND CHARACTERISTICS OF AN "IDEAL" COMMITTEE.

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	NOVEMBER 2, 11, 18, 30, 1993
TOPIC:	CONFLICT RESOLUTION
NO. OF PARTICIPANTS:	60 TOTAL FOR ALL SESSIONS IN MONTH
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO DISTINGUISH BETWEEN CAUSES OF CONFLICT AND ITS SYMPTOMS. LEARNED COMMON REACTIONS TO CONFLICT AND WHEN EACH IS APPROPRIATE. APPLIED ALL TO A COMPANY SPECIFIC CONFLICT.

SESSION CONTROL SHEET

PARTNER: COMMERCIAL NATIONAL BANK

DATE(S): NOVEMBER 16, 1993

TOPIC: TEAM BUILDING

NO. OF PARTICIPANTS: 45

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: WORKED AS INDIVIDUALS AND ON A TEAM, MEASURED GAINS THROUGH TEAM WORK BY USING INDUSTRY SPECIFIC CASE.

SESSION CONTROL SHEET

PARTNER: UNITED SECURITY BANK

DATE(S): NOVEMBER 16, 17, 18, 1993

TOPIC: DIVERSITY TRAINING APPLICATIONS

NO. OF PARTICIPANTS: 60 TOTAL

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: TOOK ORGANIZATIONAL SPECIFIC "AWARENESS" OF DIVERSITY FROM PREVIOUS SESSION, IDENTIFIED BARRIERS TOWARD COMMUNICATION AND DEVELOPED STRATEGIES FOR OVERCOMING.

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL PLANT #14
DATE(S):	NOVEMBER 18, 1993
TOPIC:	SHIPPING CLERK
NO. OF PARTICIPANTS:	6
NEEDS ANALYSIS:	DETERMINE JOB SKILLS AND DUTIES OF THE "SHIPPING CLERK".
SPECIFIC OUTCOME:	A JOB OBSERVATION WAS PERFORMED WITH SHIPPING CLERKS, INTERVIEWS WERE HELD WITH TRUCK DRIVERS AND TRAFFIC MANAGEMENT PERSONNEL.

SESSION CONTROL SHEET

PARTNER: COMMERCIAL NATIONAL BANK

DATE(S): NOVEMBER 23, 1993

TOPIC: BRAINSTORMING

NO. OF PARTICIPANTS: 45

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: USED "BRAINSTORMING" TO GENERATE IDEAS TO SOLVE A WORK-RELATED PROBLEM.

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL PLANT #14
DATE(S):	NOVEMBER 30, 1993
TOPIC:	JOB SKILLS
NO. OF PARTICIPANTS:	21
NEEDS ANALYSIS:	DISSEMINATE FINAL REPORT
SPECIFIC OUTCOME:	FINAL REVIEW OF ALL MATERIALS

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	DECEMBER 3, 7, 16, 21, 1993
TOPIC:	STRESS MANAGEMENT
NO. OF PARTICIPANTS:	60 TOTAL FOR ALL SESSIONS IN MONTH
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TECHNIQUES FOR MANAGING STRESS, A COPING MECHANISM, COMMON STRESSORS AND HOW TO COMPUTE AND INDIVIDUAL STRESS PROFILE.

SESSION CONTROL SHEET

PARTNER:	**UNITED SECURITY BANK**
DATE(S):	**DECEMBER 7, 8, 9, 1993**
TOPIC:	**STEERING COMMITTEE DEFINITION TEAM FORMATION**
NO. OF PARTICIPANTS:	**62 FOR ALL THREE DAYS**
NEEDS ANALYSIS:	**COMMUNICATION/ COMPUTATION SKILLS**
SPECIFIC OUTCOME:	**USED PREVIOUSLY ACQUIRED TECHNIQUES TO ANALYZE HOW TEAMS SHOULD BE ORGANIZED FOR CONTINUOUS IMPROVEMENT FOR 1994 AND TO DEFINE AN"IDEAL" STEERING COMMITTEE TO ACT AS A CATALYST FOR IMPROVEMENT.**

SESSION CONTROL SHEET

PARTNER:	COMMERCIAL NATIONAL BANK
DATE(S):	DECEMBER 16, 1993
TOPIC:	PROBLEM SOLVING
NO. OF PARTICIPANTS:	45
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	USED CAUSE AND EFFECT DIAGRAM, AND PARETO CHART TO ANALYZE DATA AND SOLVE A WORK-RELATED PROBLEM.

SUMMARY OF DIRECT SERVICES

CYCLE:	NUMBER OF DIRECT SERVICES
1	200
2	92
3	305
4	437
5	876
6	494
TOTAL FOR PROJECT	2404

ONGOING WEEKLY BASIC SKILLS SESSIONS

JACKSON, VANITY FAIR - KNITTING

MONDAY	WEDNESDAY
5 - 7 P.M.	7 - 9 A.M.

JACKSON, VANITY FAIR - SEWING

MONDAY	WEDNESDAY
3 - 5 P.M.	3 - 5 P.M.

BUTLER, VANITY FAIR - SEWING

TUESDAY	THURSDAY
3 - 5 P.M.	3 - 5 P.M.

MONROEVILLE, VANITY FAIR - SEWING

TUESDAY	THURSDAY
3-5 P.M.	3-5 P.M.

BOISE, WOODYARD BASICS
FULL-TIME LAST THREE MONTHS OF 1993

DISSEMINATION

DISSEMINATION ACTIVITIES

TODAY'S WORKPLACE
AN EMPLOYEE HANDBOOK:

AT THE END OF THE PROJECT, A EMPLOYEE HANDBOOK OUTLINING THE "NEW SKILLS" REQUIRED IN THE WORKPLACE WAS DISSEMINATED TO THE FOLLOWING:

SOUTHWEST ALABAMA ADULT EDUCATION SYSTEM
CLARKE, CHOCTAW AND WASHINGTON COUNTIES
(1200 STUDENTS ENROLLED)

ALABAMA SOUTHERN COMMUNITY COLLEGE
ADULT "SUCCESS" CENTERS
PLACEMENT OFFICES
THOMASVILLE AND MONROEVILLE CAMPUSES

DIVISION OF NATIONAL PROGRAMS
OFFICE OF VOCATIONAL AND ADULT EDUCATIONAL PROGRAMS
U. S. DEPARTMENT OF EDUCATION

CLEARINGHOUSE ON ADULT EDUCATION AND LITERACY

ERIC CLEARINGHOUSE ON ADULT, CAREER AND VOCATIONAL EDUCATION

SOUTHEAST CURRICULUM COORDINATION CENTERS

WOODYARD MANUAL

DIVISION OF NATIONAL PROGRAMS
OFFICE OF VOCATIONAL ADULT EDUCATIONAL PROGRAMS
U. S. DEPARTMENT OF EDUCATION

CLEARINGHOUSE ON ADULT EDUCATION AND LITERACY

ERIC CLEARINGHOUSE ON ADULT, CAREER AND VOCATIONAL EDUCATION

SOUTHEAST CURRICULUM COORDINATION CENTER

EXTERNAL EVALUATION:

DIVISION OF NATIONAL PROGRAMS
OFFICE OF VOCATIONAL ADULT EDUCATIONAL PROGRAMS
U. S. DEPARTMENT OF EDUCATION

CLEARINGHOUSE ON ADULT EDUCATION AND LITERACY

ERIC CLEARINGHOUSE ON ADULT, CAREER AND VOCATIONAL EDUCATION

SOUTHEAST CURRICULUM COORDINATION CENTER

FINAL PERFORMANCE REPORT:

DIVISION OF NATIONAL
OFFICE OF VOCATIONAL AND ADULT EDUCATIONAL PROGRAMS
U. S. DEPARTMENT OF EDUCATION

CLEARINGHOUSE ON ADULT EDUCATION AND LITERACY

ERIC CLEARINGHOUSE ON ADULT, CAREER AND VOCATIONAL EDUCATION

SOUTHEAST CURRICULUM COORDINATION CENTER

EVALUATION

EVALUATION

INTERNAL EVALUATION:

AS WITH THE PREVIOUS WORKPLACE LITERACY PROJECT AT ALABAMA SOUTHERN COMMUNITY COLLEGE, THE PRINCIPLES OF CONTINUOUS IMPROVEMENT WERE APPLIED TOWARD EVALUATION. AS "CUSTOMERS OF THE PROJECT", PARTNERS AND THEIR EMPLOYEES WERE ENCOURAGED TO GIVE FEEDBACK. ONGOING FEEDBACK, BOTH ORAL AND WRITTEN, WAS RECEIVED FROM ALL LEVELS. MOST OF IT WAS IMMEDIATE IN NATURE. EXAMPLES OF EVALUATIONS UTILIZED FOLLOW THIS PAGE.

TO MAINTAIN CREDIBILITY WITH OUR PARTICIPANTS, ANY ISSUES ADDRESSED, EITHER POSITIVE OR NEGATIVE, WERE ACKNOWLEDGED. WHEN OF A PROBLEM AROSE, SOLUTIONS WERE DISCUSSED AMONG PROJECT STAFF, PARTNERS, INSTRUCTORS AND PARTICIPANTS. ADJUSTMENTS WERE MADE ACCORDINGLY. EXAMPLES OF ADJUSTMENTS MADE WERE IN DELIVERY, CONTENT AND INSTRUCTIONAL ATTITUDE.

A KEY ELEMENT OF THE PROJECT'S EVALUATION PROCESS WAS THAT ITS EMPLOYEES FUNCTIONED AS A TEAM. THE EMPLOYEES WERE REQUIRED TO BE OPERATIONAL. THAT IS, THEY WERE ENCOURAGED TO BE FAMILIAR WITH ALL ASPECTS OF THE DELIVERY OF THE VARIED SERVICES TO OUR PARTNERS. WITHOUT THIS LEVEL OF INVOLVEMENT, THE CUSTOMIZATION OF INSTRUCTION, RESPONSIVENESS AND EFFECTIVENESS WOULD NOT HAVE BEEN POSSIBLE.

BECAUSE OF THE LACK OF SYSTEMS IN PLACE TO TRACK OUTCOMES WITHIN THE COMPANIES, IT WAS NECESSARY TO RELY UPON THE ORAL AND WRITTEN EVIDENCE SET OUT ABOVE. EXPERIENCE LEADS THE STAFF TO BELIEVE THAT THIS LEVEL OF TRACKING MAY NOT BE AVAILABLE IN THE NEAR FUTURE ROAD FOR OUR AREA'S COMPANIES.

EXTERNAL EVALUATION:

ACCOMPANYING THE PERFORMANCE REPORT IS AN EXTERNAL EVALUATION WRITTEN BY DR. DAVID GOETSCH. THE EVALUATION IS BASED UPON SIX SITE VISITS AND OUTLINES THE EVALUATION CRITERIA UTILIZED.

PERSONNEL

PERSONNEL

EMPLOYEE	POSITION
DEBRA FOX	DIRECTOR
CECILIA EKBERG	ASSISTANT
NANCY SCHROEDER	ASSISTANT
KIM TUCKER	COMPUTER ASSISTANT
RHONDA LINDSEY	AIDE
GLORIA WIGGINS	INSTRUCTOR
JAMES KOLACEK	INSTRUCTOR
RICHARD BROWN	INSTRUCTOR
RONNIE ADAMS	INSTRUCTOR
JAMIE WILKINS	INSTRUCTOR
CHARLES PELHAM	INSTRUCTOR
BETTY IRBY	INSTRUCTOR
GLEN HIGDON	INSTRUCTOR

PART TIME INSTRUCTORS AND AIDES WERE NECESSARY TO ACCOMMODATE THE TIME AND SHIFT SCHEDULES. THE VARIED NEEDS AND GEOGRAPHIC DISBURSEMENT OF PARTNERS REQUIRED MAXIMUM FLEXIBILITY IN INSTRUCTOR SCHEDULING.

ALL INSTRUCTORS AND KEY PERSONNEL WERE ACQUAINTED WITH THE SPECIAL NEEDS OF ADULT LEARNERS IN THE WORKPLACE. THE MAJORITY OF THEM HAD WORKED IN PREVIOUS PROJECTS OF THIS NATURE, EITHER AT ALABAMA SOUTHERN COMMUNITY COLLEGE, OR AT OTHER EDUCATIONAL ENTITIES.

ALL EMPLOYEES WERE EXPOSED ON A REGULAR BASIS TO THE APPLICATION OF THE "NEW" WORKPLACE SKILLS OUTLINED IN THE EMPLOYEE HANDBOOK. THEY WERE ALSO REQUIRED TO BE FAMILIAR WITH ECONOMIC DRIVING FORCES AND DEFICIENCIES OF THE COMPANIES WITH WHICH THEY WORKED.

WORKSHOP EVALUATION

Company____

Training Program____________________________________

Date(s) of Workshop_______________ Name (Optional)_______________

Please help us evaluate the program you have just completed so that we may improve future workshops. The results will be summarized for your instructors to guide them in developing and conducting future programs.

Please check the appropriate box for each of the following items. Please write your comments explaining your rating.

		Poor	Good	Excellent
1.	The overall organization of this workshop was:	__ __	__ __	__ __

Comments:

		Poor	Good	Excellent
2.	The overall content of this workshop was:	__ __	__ __	__ __

Comments:

		Poor	Good	Excellent
3.	My estimate of videotaped Skill Development as a learning method is: (if used)	__ __	__ __	__ __

Comments:

		Poor	Good	Excellent
4.	My estimate of the degree to which I can apply the workshop concepts currently is:	__ __	__ __	__ __

Comments:

	Poor		Good		Excellent	
5. My estimate of the degree to which I can apply the workshop concepts in the long run is:	___	___	___	___	___	___

Comments

	Poor		Good		Excellent	
6. My estimate of the effectiveness of the trainer(s) in this workshop is:	___	___	___	___	___	___

Name______________________

Name______________________

Comments:

7. The part of the training I found most helpful was: ______________________

8. The part of the training I found least helpful was: ______________________

THANK YOU!

WORKPLACE EDUCATION SURVEY

PARTNER:

SESSIONS:

WHAT NEW SKILLS CAN YOU IDENTIFY AFTER HAVING COMPLETED THE SESSIONS?

HOW WERE YOU ABLE TO APPLY THE SKILLS ON YOUR CURRENT JOB?

WHAT WERE THE STRONG POINTS OF THE SESSIONS? WEAK POINTS? (PLEASE ANSWER WITH REGARD TO ALL ASPECTS INCLUDING FORMAT, MATERIALS, TOPICS, EXERCISES, INSTRUCTORS, ETC.)

WHAT SUGGESTIONS DO YOU MAKE FOR IMPROVING EFFECTIVENESS?

OVERALL SATISFACTION RATING WITH SESSIONS:

1	*2*	*3*	*4*	*5*
LOW				*HIGH*

PLEASE WRITE ANY ADDITIONAL, GENERAL COMMENTS ON THE BACK SIDE OF THIS PAGE.

Alabama Southern Community College

PROJECT SIDE

report of the

External Evaluator

prepared by

David L. Goetsch

prepared for:

ALABAMA SOUTHERN COMMUNITY COLLEGE
(Formerly Patrick Henry State Junior College)
Post Office Box 2000
Monroeville, Alabama 36461
205/575-3156

December 1993

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PREFACE

Alabama Southern Community College (formerly Patrick Henry Junior College) conducted a workplace literacy partnership project from July 1991 through January 1994 under a grant awarded by the U.S. Department of Education. This evaluation report is one of the major evaluation activities conducted as part of this project.

Under the terms of the grant, the project's evaluation includes a report prepared by project staff personnel that summarizes the activities and accomplishments of the project and an evaluation conducted by an outside evaluator. This report summarizes the activities and findings of the outside evaluator for the 1992–93 cycle of the grant.

Activities undertaken by the outside evaluator include planning meetings with project staff personnel, on-site visits to observe training, on-site visits with personnel from organizations that have received training as part of the grant, interviews with students and teachers, observation of training, inspection of training materials, and analysis of surveys and other evaluation material provided by project personnel.

While the outside evaluator has been in contact with the project throughout the current grant year, most of the information presented in this report was collected and analyzed during August through December 1993. In assessing the accomplishments of this project, the evaluator adhered to four broad standards. These standards are summarized as follows:

1. Did the project address the goals of the National Workplace Literacy Partnership Grant Program of the U.S. Department of Education?

2. Did the project follow the program design and planned operations as set forth in the grant proposal?

3. Has the project made satisfactory progress toward the accomplishment of the goals set forth in the grant proposal?

4. Has the project been effective in addressing the workplace literacy needs of the communities it proposed to serve?

The evaluator thanks the project administrator, staff, instructors, students, and partners for so generously giving of their time, cooperation, and assistance. He also commends Alabama Southern Community College, under the leadership of President John A. Johnson, for its commitment to workplace literacy and the competitiveness of employers in southern Alabama.

David L. Goetsch, Ed.D.

Evaluator

LITERACY IN AMERICA: RATIONALE FOR WORKPLACE LITERACY

The National Adult Literacy Survey (NALS) conducted by Educational Testing Service under contract to the U.S. Department of Education resulted in a report that "describes the types and levels of literacy skills demonstrated by adults in this country and analyzes the variation in skills across major subgroups in the population. It also explores connections between literacy skills and social and economic variables such as voting, economic status, weeks worked, and earnings."[1]

The findings of the NALS paint a disturbing picture of the state of the nation and with regard to the literacy level of the adult population and the effects it has on America's ability to compete in the global marketplace. Key findings are summarized as follows:[2]

- Approximately 23 percent or over 40 million adults in the U.S. demonstrated skills in the lowest level (Level 1) of prose, document, and quantitative proficiencies. According to the NALS, this means that these adults, in many cases, were not able to perform such mundane tasks as totaling entries on a simple deposit slip, locating the time or place of a meeting on a form, or identifying a specific item of information from a brief newspaper article.

- Another 50 million adults in the U.S. demonstrated skills in the next to lowest level of proficiency (Level 2). Although people at this level

> are able to perform such simple tasks as identifying a location on a roadmap or determining the difference in cost between two items, they were unable to perform tasks that require the integration and synthesis of information or to perform quantitative tasks involving two or more sequential operations.

The NALS indicates that over 90 million adults do not have the literacy skills necessary to perform the types of jobs that are most in demand today and will increase in demand in the future. This assertion is substantiated by numerous other studies. For example, in an article entitled *WHAT IS REALLY BEHIND THE SAT-SCORE DECLINE?*, Charles Murray relates that "SAT scores have dropped nearly 80 points in the past three decades...."[3] Sat scores for 1960 through 1992 are summarized as follows (notice the downward trend):

Scholastic Aptitude Test Scores

Year	*Verbal*	*Mathematical*	*Combined*
1960	477	498	975
1965	473	496	969
1970	460	488	948
1975	437	473	910
1980	424	466	890
1985	431	475	906
1990	424	476	900
1992	423	476	899

Source: The College Board

The negative impact of illiteracy on the ability of business and industry to compete cannot be overstated. In his book INDUSTRIAL SUPERVISION IN THE AGE OF HIGH TECHNOLOGY, the evaluator explained the impact of illiteracy on industry as follows:

> "The basic skills necessary to be productive in a modern industrial setting are increasing steadily. At the same time the national high school dropout rate continues to increase as does the number of high school graduates who are functionally illiterate in spite of their diploma. This means that while the number of high-skilled jobs in modern industry is increasing, the number of people able to fill them in on the decline. The impact this will have on industry in the United can be summarized as follows:
>
> 1. Difficulty in filling high-skill jobs.
> 2. Lower levels of productivity and, as a result, a lower level of competitiveness.
> 3. Higher levels of waste.
> 4. Higher potential for damage to sophisticated technological systems.
> 5. Greater number of dissatisfied employees in the workplace."[4]

The illiteracy problem in southwest Alabama parallels the national problem. Not only are there serious problems with the traditional functional skills of reading, writing, and mathematical computation, there are also problems in the more contemporary aspects of workplace literacy including teamwork, critical thinking, reasoning, problem solving, and communications.

The rationale for workplace literacy can be summarized in one word, *competitiveness*. The key to competitiveness in the modern global marketplace is a knowledgeable, skilled, creative, workforce that is able to continually improve itself, its processes, its products, and its services. This is an unsurmountable challenge for an illiterate employee.

Consequently, if employers are drawing employees from a population base that includes 90 million illiterate or only marginally literate adults, those employers must get involved in workplace literacy initiatives such as those sponsored by the National Workplace Literacy Program. Project SIDE of Alabama Southern Community College is an excellent example of such an initiative.

In a report entitled, *"How Do You Know if Its Working? Evaluating the Effectiveness of Workplace Literacy Programs,"* Jorie W. Philippi summarized the rationale for workplace literacy programs as follows:

> "Today's economy and workplace environment are changing rapidly, accelerating the need for workers to use literacy skills as they perform job tasks. The shifts toward self-directed *teamwork* and emphasis on *quality production* and services necessary for competing in a global marketplace have created job tasks that employ numerous applications of literacy skills. Both large and small companies are requiring many new job tasks of their employees in efforts to remain in business and to leapfrog their competitors.
>
> "Changes taking place in the workplace center around improvements in product and service quality and increased worker responsibility. Most companies attempt to make processes more efficient and profitable through:
>
> - Shifts in responsibility, such as *downsizing*, cross-training with accompanying certification processes, and self-directed work teams;

- Upgrades in *technically* sophisticated *equipment*, such as computer terminals, robotics, and programmable logic controlled machinery; and

- Collection and analysis of product and *service quality statistics* to measure customer satisfaction, cycle time and consistency.

"The motivation for all of these efforts is an organization's bottom line—and many companies are *running scared.* Risking survival on a new piece of equipment or a shift in organizational structure causes more and more companies concern as they operate with leaner staff resources, greater demands from customers and tighter timelines. Organizations are increasingly *uncertain* of the *capacity* of their *current workforce* and prospective *new hires* to master the skills necessary to accomplish these critical changes. In many cases, organizations must rely on a workforce that includes incumbent employees who ranked low academically in school or who have limited proficiency in English.

"Many of the countries with which America competes in the Asian and European economic communities have been able to begin afresh as they rebuild new economic systems after obliteration caused by war. In contrast, America is trying to transition from outdated hierarchical work systems to quality-oriented, flattened organizations *without* a hiatus resulting from the economic collapse of our existing system. The enormity of this task, currently faced by American employers and employees, has been compared to that of an electrician trying to *rewire the house while the lights are still on.* Because of the necessity to remain an *aggressive player* in a *global* marketplace during the *reskilling* of our labor force, the workplace has become a vast learning community with immediate and critical needs.

"To accomplish new workplace tasks effectively and to improve current job performance, employers have begun to realize the necessity for providing workers with training in job literacy skills. Most employees also feel the need, and often ask for a *brush up* or special training to prepare themselves to assume control of their work environment. The average worker is almost *40 years old*. For years he has performed the same job tasks, but as his job responsibilities change with upgrades in technology and shifts in management structure, he finds himself *no longer equipped* with the skills he needs to tackle new job tasks. He is classified as an *intermediate level literate*, no longer able to function competently in a changing workplace environment without additional literacy training."[5]

WORKPLACE LITERACY: AN OVERVIEW

Historically literacy has been defined in terms of a person's reading, writing, and mathematical skills. These aspects of literacy are still as important as they have always been. However, they do not, by themselves, adequately define the more contemporary concept, *workplace literacy*. In assessing the performance of Alabama Southern Community College in implementing Project SIDE, the evaluator used the definitions of workplace literacy illustrated in Figure 2 below:

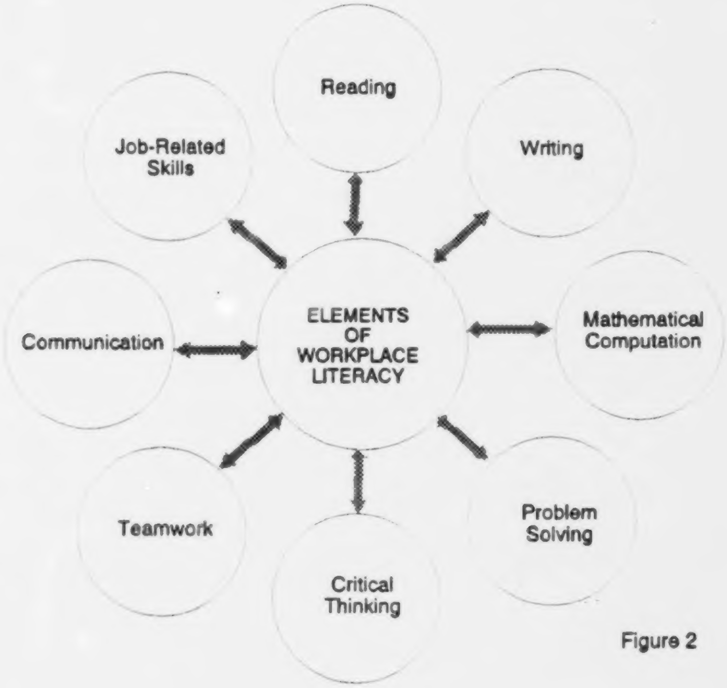

Reading
Job-Related Skills
Writing
Communication
ELEMENTS OF WORKPLACE LITERACY
Mathematical Computation
Teamwork
Problem Solving
Critical Thinking

Figure 2

This definition of workplace literacy is advocated in federal guidelines[6] and in the report of the National Adult Literacy Survey entitled *Adult Literacy in America.* It is also supported in actual practice by employers that are well known for their workplace literacy programs. These employers include such industry leaders as Texas Instruments, Rockwell International, and Polaroid. Figure 3 shows what these high technology companies consider workplace literacy.

Company	***Skills Taught***
Texas Instruments	▸ Math ▸ Verbal Communication ▸ Written Communication ▸ Basic Physics
Rockwell International	▸ Math ▸ Algebra ▸ General Science ▸ Physics and Chemistry
Polaroid	▸ Physics ▸ Algebra ▸ Geometry ▸ Trigonometry ▸ Statistics ▸ Computer Skills ▸ Communication ▸ Problem Solving

Clearly, these companies endorse the more comprehensive contemporary definition of workplace literacy. Ten years ago such topics as physics, statistics, problem solving, chemistry, and trigonometry would not have come up in a discussion of adult literacy. Now such topics are widely considered a normal part of workplace literacy.

EVALUATING WORKPLACE LITERACY PROGRAMS

What is expected of workplace literacy programs? How does one know when a program is effective? According to Jorie W. Philippi,

"In the workplace, literacy programs are viewed as components of 'training' usually conducted under the direction of personnel or human resource development departments. As a function of training, workplace literacy programs need to be evaluated differently from other adult education programs. This is because training, by definition, is provided in response to organizational needs as well as those of the individual; education is a response to individual needs alone. Any effective training programs, e.g., a workplace literacy program, demonstrates positive impact both on organizational needs and on those of individual participation. Workplace literacy programs stem from the desire for joint survival by both employees and the organizations for which they work."[7]

There are many different approaches that can be used in evaluating workplace literacy programs. According to Philippi, "If the end goal of workplace literacy is to improve the productivity of the workforce, programs should be viewed as an integral part of organizational training—a long-term investment in the building of a highly skilled labor force. Evaluation design, as a part of such programs, needs to determine program effectiveness according to the value yardsticks that business and industry apply to training. Quality indicators, measures and performance standards for individual programs need to be identified from the workplace community rather than from educational environments."[8]

Workplace training programs are typically evaluated on four levels. These levels are as follows:[9]

- ***Level 1***

  At this level the key question concerns how closely the training matches a critical need that has been identified by the organization. Unless the organization has identified problems that are the result of insufficient literacy skills, there should be no workplace literacy program. If, on the other hand, the organization has noticed such problems as employees who cannot learn quickly on the job, excessive waste, frequent damage to sophisticated equipment, low morale, and/or poor productivity, a workplace literacy program is probably needed.

- ***Level 2***

  At this level the key question concerns the extent of learning that took place. Did participants master the content of the training? If the purpose of the training was to improve the ability of employees to read technical manuals, did their reading ability, in fact, improve? Can they read such manuals now and understand what they are reading? Did their reading improve by two levels? Three? Four? Employee learning, growth, and development must be considered when evaluating a workplace literacy program.

- ***Level 3***

At this level the key question concerns the amount of impact the employees' learning had on their job performance. In the Level 2 evaluation it was shown that employees learned what they were supposed to learn, but did the learning make a difference? Has it improved job performance? To be successful, a workplace literacy program must improve job performance. If too much waste was a problem, the program should result in less waste. If poor productivity was a problem, the program should result in better productivity. If damage to sophisticated equipment was a problem, instances of such damage should decrease.

- ***Level 4***

In this level the key question concerns the cost benefit to the organization. Did the training have an impact that can be translated to dollars and cents? Did reduced absenteeism or reduced waste save the organization a certain amount of money? Did improved productivity give the organization a better profit margin? Did enhanced competitiveness allow the organization to pursue new markets?

In assessing the performance of Alabama Southern Community College in carrying out Project SIDE, the evaluator has attempted to apply all four levels of evaluation.

PROJECT SUMMARY

Alabama Southern Community College's Workplace Literacy Program, Project SIDE, is part of a national movement supported in part by the U.S. Office of Education to make America's workforce more competitive. It is specifically designed to improve the competitiveness of business and industrial firms in southwest Alabama, and, by so doing, promote the continued employment of the present workforce. Project SIDE addresses the workplace literacy needs of southwest Alabama by undertaking activities in the following areas:

- ***Professional Development Activities***

  These activities include on-site instruction, seminars, and coached take-home assignments from measurement/metrics to communication.

- ***Personal Development Activities***

  These activities included instruction that was designed to improve the ability of employees to adapt to the continual change that is indigenous to the modern workplace.

- ***Basic Skills Enhancement***

  These activities included both individualized and group instruction designed to enhance the more traditional literacy skills of reading, writing, and performing mathematical computations.

- ***Workplace-Literacy Support Activities***

  These activities included various support projects that provided the baseline information, benchmarks, and job descriptions needed to effectively identify the literacy skills needed in a given job and progress made in developing those skills.

Alabama Southern Community College's Project SIDE has five main objectives as follows:

1. Design and develop job specific literacy audits and instructional curriculum for the Basic Literacy Training Component and the Education Improvement Component.

2. Provide on-going outreach activities which will result in the recruitment, intake, and screening of a minimum of 500 eligible applicants.

3. Provide instructional activities that will result in new employment, continued employment, career advancement, or increased productivity of industries; and/or upgrade or update of basic skills required by changes in the workplace; and improved competencies in speaking, listening, reasoning, and problem solving for 90 percent of project participants.

4. Provide an on-going tutorial assistance to adult learners in need of educational assistance.

5. Provide on-going support services to adult learners which will result in the reduction of barriers for adult learners to participate in Project SIDE.

TRAINING PARTNERS

The training partners in this National Workplace Literacy project are business and industrial firms in southwest Alabama and Alabama Southern Community College. The industry and business partners in alphabetical order and the types of training provided for each are as follows:

Alabama River Pulp

- Communication

Alabama Southern Community College Success Center

- Interviewing Skills, GED/ABE, and Literacy Support

Boise-Cascade

- Active Listening
- Coaching
- Communication with Supervisors
- Conflict Resolution
- Counseling
- Development of Woodyard Manual
- Initial Assessment—Woodyard
- Oral Presentation
- Presentation Skills

- Review of Woodyard Basics--(Reading, comprehension, industry-specific vocabulary, industrial math, and measurement)
- Stress Management

Chick-A-Dee

- Communication

Commercial National Bank

- Brainstorming
- Internal/External Customer Identification
- Introduction to Total Quality
- Planning Session for Steering Committee
- Quality Measures
- Team Building
- Problem Solving

Demopolis Manufacturing Company

- Assessment of Basic Skills
- Math

Monroe County Hospital

- Active Listening
- Assertion
- Brain Storming
- Conflict Resolution
- Creative Problem Solving

- Effective Listening
- Facilitation
- Interpersonal Skills
- Presentation Skills
- Total Quality Management
- Team Building
- Team Presentation

United Security Bank

- Brain Storming
- Decision Making
- Defining Quality Measures, I & II
- Developing a Customer Service Statement, I & II
- Interpersonal Skills
- Leadership
- Listening Skills
- Computer Skills/Keyboarding
- Motivation
- Myers-Briggs Testing (To Determine Communication Styles)
- Performance Appraisals
- Problem Solving
- Supervise Effectively
- Diversity Training (Communication, Conflict Prevention)
- Diversity Awareness

- Total Quality Management Orientation
- Team Building
- Telephone Courtesy
- Time Management
- Train-the-Trainer
- Steering Committee Teambuilding

Vanity Fair, Butler

- Changing the Role of Industrial Supervisor
- Total Quality Management
- Personal Financial Management
- Time Management
- Basic Skills Enhancement

Vanity Fair, Jackson

- GED Prep
- Changing Role of Industrial Supervisor
- Job Skills Analysis
- Total Quality Management
- Basic Skills Enhancement

Vanity Fair, Monroeville

- Active Listening
- Assertion
- Goal Setting

- Problem Solving
- Team Building
- Time Management

CHARACTERISTICS OF TRAINEES

Trainees in this project were employees of the training partners listed in the preceding section. The bulk of the training was undertaken in conjunction with 11 business and industrial firms employing over 2,000 people. Figure 6 illustrates the racial and gender characteristics of the total workforce from which trainees were drawn.

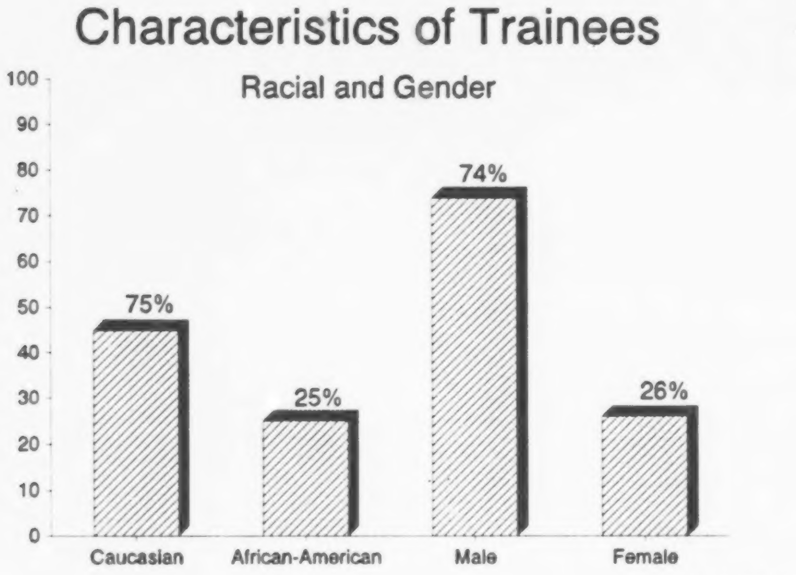
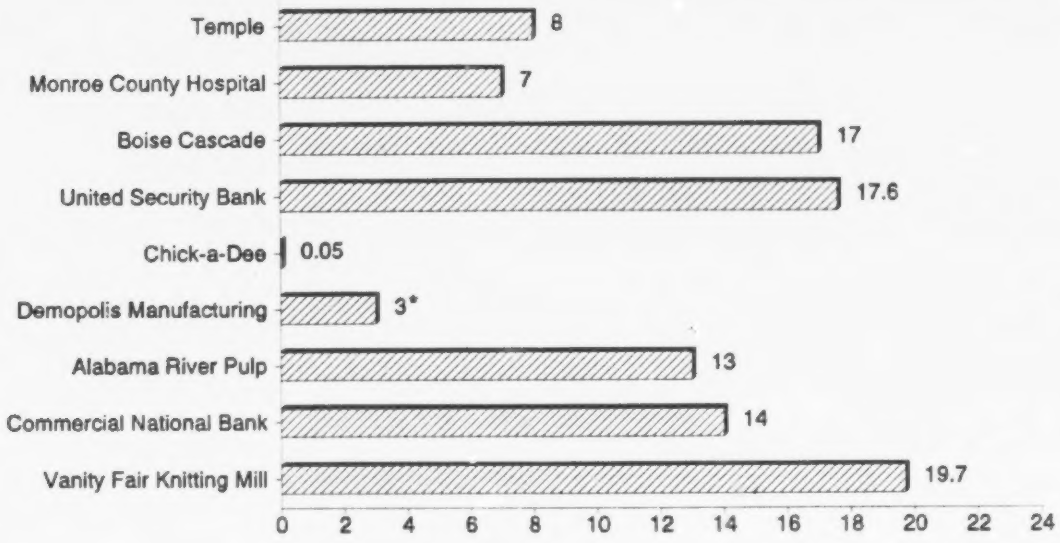


Figure 6

Another revealing characteristic of the trainees is *average length of employment.* Figure 7 shows the average length of employment for selected training partners.

Average Length of Employment



*Company began 3 years ago.

Figure 7

Demographic Profiles of Selected Partners

The profiles on the following pages are of selected partners that participated in one or more training programs in conjunction with Alabama Southern Community College. The demographic information contained in these profiles is typical of that found throughout southwest Alabama.

TEMPLE
Demographic Profile

Total Number in Workforce	117
Ethnic Background	
African-American	30%
Caucasian	70%
Gender	
Female	9%
Male	91%
Average Age	35
Average Length of Employment	8 Years
Education Level*	
Degree	11
High School +	89

*Records incomplete. This information reflects records that are complete.

MONROE COUNTY HOSPITAL
Demographic Profile

Total Number in Workforce	150
Ethnic Background	
African-American	33%
Caucasian	67%
Gender	
Female	64
Male	36
Average Age	38
Average Length of Employment	7 Years
Education Level	
Degree	60
High School +	90

BOISE-CASCADE
Demographic Profile

Total Number in Workforce	521
Ethnic Background	
African-American	17%
Caucasian	83%
Gender	
Female	13%
Male	87%
Average Age	47
Average Length of Employment	17 Years
Education Level	
Degree	39
High School +	462
Less than High School	20

UNITED SECURITY BANK
Demographic Profile

Total Number in Workforce	104
Ethnic Background	
African-American	16%
Caucasian	84%
Gender	
Female	84%
Male	16%
Average Age	44
Average Length of Employment	17.6 Years
Education Level	
Degree	12
High School +	92

CHICK-A-DEE
Demographic Profile

Total Number in Workforce	66
Ethnic Background	
African-American	60%
Caucasian	40%
Gender	
Female	75%
Male	25%
Average Age	24
Average Length of Employment	6 Months
Education Level	
Degree	6
High School +	60

DEMOPOLIS MANUFACTURING
Demographic Profile

Total Number in Workforce	80
Ethnic Background	
African-American	37%
Caucasian	63%
Gender	
Female	5%
Male	95%
Average Age	Late 20s Early 30s
Average Length of Employment	3 Years
Education Level	
Degree	4
High School	76

ALABAMA RIVER PULP
Demographic Profile

Total Number in Workforce	655
Ethnic Background	
African-American	19%
Caucasian	81%
Gender	
Female	13%
Male	87%
Average Age	35
Average Length of Employment	13 Years
Education Level	
Degree	150
High School	505

COMMERCIAL NATIONAL BANK
Demographic Profile

Total Number in Workforce	41
Ethnic Background	
African-American	8%
Caucasian	92%
Gender	
Female	80%
Male	20%
Average Age	43
Average Length of Employment	14 Years
Education Level	
Degree	6
High School	35

VANITY FAIR KNITTING MILL
Demographic Profile

Total Number in Workforce	132
Ethnic Background	
African-American	71%
Caucasian	29%
Gender	
Female	57%
Male	43%
Average Age	38.3
Average Length of Employment	19.7 Years
Education Level	
Degree	6
High School	26

MAJOR FINDINGS

The findings of the external evaluator are presented in this section. The information reported in this section was collected using the following methods:

- On-site visits to training locations in which students, management personnel, and trainers were interviewed; activities were observed; and course materials were reviewed.
- Evaluation materials were reviewed and analyzed for qualitative feedback.
- Project records were reviewed and analyzed for quantitative feedback.

Alabama Southern Community College used this grant to fund a model Literacy Education Program that addressed a major need in Clark/Monroe Counties. Total funding awarded by the U.S. Department of Education to assist Alabama Southern Community College was $282,951 beginning in March 1991 and running through the extended deadline of January 1994. Working with the original partners through agreements established in conjunction with the development of the project proposal, Alabama Southern Community College determined that a critical need existed for a workplace literacy program in southwest Alabama. Project SIDE addressed that need.

Alabama Southern Community College used this grant to build and develop a three-party partnership program in the workplace in cooperation with employers and employees. Alabama Southern established such a partnership with 11 organizations and almost 600 students. The organizations are as follows: Alabama River Pulp Company, Alabama Southern Community College Success Center, Boise-Cascade Paper Company, Chick-A-Dee, Commercial National Bank, Demopolis Manufacturing Company, Kiwanis, Monroe County Hospital, United Security Bank, Vanity Fair-Butler, Vanity Fair-Jackson, Vanity Fair-Monroeville. The employees who participated as training partners are listed in Appendix 3.

Alabama Southern Community College established a method for a coordinated approach for developing three-party partnerships within the Alabama Southern Continuing Education Division by use of Business and Industry, ABE/GED, and Extension Services assets and personnel on a part-time *contribution in-kind* method.

Alabama Southern Community College worked with the Cooperative Extension Services agency of Clark, Monroe, and Choctaw counties to provide personal development activities at no cost to student partners. For example, the Cooperative Extension Services offices conducted Myers-Briggs assessments, provided training in family financial planning, and a variety of other services designed to make students better able to undertake literacy development activities with the college. These services proved to be invaluable in helping students succeed in literacy development activities. One of the most common reasons students drop out of such activities is personal problems.

Project Side shared an ABE/GED resource person with the college's Success Center. This allowed the project to maximize its resources while minimizing costs.

In addition, business/industry personnel from the college helped open doors in the community for project personnel and provided valuable contacts that led to the formation of new partnerships.

Alabama Southern Community College enabled a significant number of the working population to enhance their literacy skills in a program that had not been previously attempted. Over 600 employees of partnering organizations in southwest Alabama took advantage of the opportunity to enhance their workplace literacy skills in the following areas:

Active Listening
Assertion
Assessment
Banking Manual
Brainstorming
Changing Role
Coaching
Communication
Conflict Resolution
Counseling
Creative Problem Solving
Customer Service
Customer Service Statement I & II
Decision Making
Effective Listening
Facilitation
Goal Setting
Initial Assessment
Internal/External Customer Identification
Interpersonal Skills
Job Skills Analysis
Leadership
Computer Skills
Math
Motivation
Myers-Briggs Testing
Nonsensitive Communication
Oral Presentation
Performance Appraisals
Personal Financial Management

Presentation Skills
Positive Image
Problem Solving
Quality Measures
Quality Measures I & II
Sensitive Communication
Steering Committee Definition
Stress Management
Supervise Effectively
Team Building
Telephone Courtesy
Time Management
Total Quality Management
Woodyard Basics
Woodyard Manual

Appendix C shows what type of training was provided for what organizations and on what dates. Appendix D contains the session control sheets for these training activities.

CONCLUSIONS AND RECOMMENDATIONS

To what extent did Alabama Southern Community College satisfy the goals and requirements of Project SIDE? This question is best answered by comparing the college's performance in implementing this project against the four levels of evaluative criteria set forth earlier in this report. The evaluator's conclusions are drawn from a comparison of these four criteria and the actual findings set forth in the preceding section and in the appended material.

Conclusions

The first evaluative criteria concerns how closely the training provided by Alabama Southern Community College matched critical needs identified by the partnering organizations. The college's performance in terms of this criteria has been outstanding.

Employers in southwest Alabama had expressed a critical need for workplace literacy training that would solve such problems as employees who cannot read well enough to perform their jobs; employees who lack the skills needed to learn quickly as their jobs change; employees who lack the skills to make recommendations for improving processes, quality, productivity, and in turn, competitiveness; employees who contribute to unacceptably high levels of waste; employees who don't know how to work in teams; employees who cannot think critically and solve problems; employees who lack the math skills needed to apply such quality improvement strategies as statistical process control; employees who cannot write even simple job-related reports; and employees who have trouble communicating effectively.

Working with individual partners, the college diagnosed specific problems and developed training designed to address those specific problems. The types of training provided for each partnering organization is summarized in Appendix C.

The second evaluative criteria concerns the extent of learning that took place. Learning in all training activities was measured. A workshop evaluation form (Appendix E) was completed by students in training activities. An analysis of a random sample of these forms indicates that learning did, in fact, take place.

In addition, analysis of a random sampling of pre and post tests of students involved in such cognitive activities as reading improvement showed satisfactory progress in all cases. Interviews with students and their supervisors supported what the records showed.

The third evaluative criteria concerns the impact learning had on job performance. As a result of the learning, has job performance improved? Information collected by the evaluator during interviews with employees, supervisors, and managers indicates that job performance has improved.

The testimony given by personnel interviewed is compelling and credible. However, actual written records showing improved performance were more difficult to identify. One company had documented less waste in a paper-making process as a result of training and another had documented increased *on-line* time for a specific type of machine.

The College is dependent on individual companies to keep records that document the results of improved performance. Unfortunately, such records are often either not kept or not made available for proprietary reasons. This is typically the case with the college's training partners in Project SIDE.

The fourth evaluative criteria concerns the cost benefit to the organization. This is always a difficult criteria to deal with because it takes a special effort on the part of employers to develop and maintain the appropriate records. In some cases it requires a new process beyond those currently in place. Perhaps the simplest cost-benefit measure and one for which records are typically available is an organization's absenteeism records. The evaluator was able to determine that two of the partnering organizations had experienced a decrease in absenteeism that they attribute to the training conducted in conjunction with Alabama Southern Community College.

In addition to these criteria, the findings summarized in the preceding section allowed the evaluator to draw the following conclusions:

1. Project SIDE effectively addressed the goals of the National Workplace Literacy Partnership Program of the U.S. Department of Education.

2. The project followed the program design and planned operations as set forth in the grant proposal to an acceptable level. Any deviations from the plan were positive in nature and came as the result of responses to issues that could not have been predicted. For example, the College added new partners beyond those included in the grant proposal.

3. The College has made satisfactory progress toward the accomplishment of the goals set forth in the grant proposal.

4. The project has effectively addressed the workplace literacy needs of southwest Alabama.

5. All activities were customized for each partner to better meet the partner's needs.

6. Enough interest was generated by Project Side that it will be continued on a private basis.

Recommendations

Alabama Southern Community College has done an excellent job with Project SIDE. The evaluator would not hesitate to recommend the college for additional funding. Even without additional funding the project should be continued. There is a high level of community support for this project as evidenced by the *Business and Industry Services Award* presented to the College by Vanity Fair Mills.

Therefore, it is recommended that the College explore avenues for continuing Project SIDE on a cost-recovery basis. It is further recommended that the College work with partner organizations to develop and maintain records that document the actual cost benefits of training activities.

ENDNOTES

1. Irwin S. Kirsch, Ann Junglut, Lynn Jenkins, and Andrew Kolstad. ADULT LITERACY IN AMERICA (National Adult Literacy Survey), U.S. Department of Education, Office of Educational Research and Improvement, National Center for Educational Statistics, September 1993, p. xiv.

2. Kirsch, et. al. p. xiv.

3. Charles Murray. "What's Really Behind the SAT-Score Decline?" THE PUBLIC INTEREST, No. 106 (Winter 1992).

4. David L. Goetsch. INDUSTRIAL SUPERVISION IN THE AGE OF HIGH TECHNOLOGY. Macmillan Publishing Company (Columbus, Ohio: 1992), p. 413.

5. Jorie W. Philippi. "How Do You Know if It's Working? Evaluating the Effectiveness of Workplace Literacy Programs. A report prepared for the U.S. Department of Education, May 1992, pp. 2-4.

6. Workplace Education: Voices from the Field, p. 46.

7. Philippi, p. 2.

8. Philippi, p. 9.

9. Philippi, p. 9.

Appendix A
EXTERNAL EVALUATOR'S RESUME

Resume

Dr. David L. Goetsch

Provost
Okaloosa-Walton Community College
Fort Walton Beach Campus

Work:
1170 Martin Luther King Jr. Boulevard
Fort Walton Beach, Florida 32578
904/863-6501

Home:
302 North Cedar Avenue
Niceville, Florida 32578
904/678-4040

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Education

Ed.D. Degree	Educational Administration, NOVA University	1979
M.A. Degree	Educational Leadership, University of West Florida	1976
M.S. Degree	International Relations/Political Science, Troy State University	1992
M.S. Degree	Counseling and Human Development, Troy State University	1988
B.S. Degree	Technical Education, University of West Florida	1974
A.S. Degree	Design and Drafting, Pensacola Junior College	1970

Current Position

Provost .... July 1991 to Present

This position is responsible for administration and leadership of the following major components of Okaloosa-Walton Community College over which it has line authority. This position reports directly to the President.

Major Responsibilities

Administrative responsibility for strategic planning, instructional programs, schedule development, student services, plant/grounds, facilities, bookstore, security, vending, utilities, library, community relations, staffing, projects and grants, budget preparation and monitoring, and university relations. This position is also responsible for OWCC's college-wide economic development and technology transfer programs.

- ***Fort Walton Beach Campus***
  A comprehensive joint campus with the University of West Florida consisting of a $19 million facility comprised of 10 buildings on a 156-acre site (approximately 1,500 FTE students or 5,000 by headcount).

- ***OWCC's Eglin Education Center***
  An education center located on Eglin Air Force Base serving approximately 2,300 students annually (by headcount).

- ***OWCC's Hurlburt Education Center***
  An education center located on Hurlburt Air Force Base serving approximately 1,700 students annually (by headcount.

- ***The Quality Institute (TQI)***
  Founder of TQI and member of the Board of Directors. TQI is a partnership of Okaloosa-Walton Community College, the University of West Florida, and the Economic Development Council of Okaloosa County, dedicated to the enhancement of quality, productivity, and competitiveness in business and industry. Services provided include education, customized training, and technical assistance. TQI is located on the Fort Walton Beach Campus of OWCC.

- ***OWCC's Distance Learning Program***
  Developed and administer the College's Distance Learning Program which consists of both credit and non-credit courses delivered by television, videotape, audiotapes, and correspondence.

Past Positions

Since beginning with Okaloosa-Walton Community College in August 1976 it has at times been necessary to fill several positions concurrently. This explains the overlap of employment dates listed in this section.

1. Dean of Technical Education and Economic Development	November 1987-1991
2. Director of Occupational Education	August 1984-November 1987
3. Director of Institutional Research	August 1984-November 1987
4. Director of Facilities Planning	August 1986-August 1987
5. Director of Projects and Grants	August 1984-1987
6. Director of Auxiliary and Ancillary Services	August 1984-November 1987
7. Department Chairman, Industrial and Technical Education	August 1978-August 1984
8. Drafting and Design/CAD Instructor	August 1976-August 1984
9. Adjunct Associate Professor (UWF)	January 1981-December 1986

10. Senior Drafter and Designer(SPC, Escambia County, and Westinghouse) . . . . June 1968-August 1976[1]

College-Credit Teaching Disciplines

Three Masters degrees, a doctorate, and additional graduate hours qualify me to teach in the following multiple disciplines. Courses listed under each discipline are those I have actually taught. Courses with an asterisk are courses for which I have written one or more college-level textbooks.

Management

Total Quality Management
Human Resource Management
Organizational Behavior
Human Relations
Introduction to Business
Workplace Supervision*

Education

Leadership Education*
Educational Organization and Administration*
Law and Education
School/Community Relations

Political Science

American Government
Introduction to Political Science

Engineering Technology

Engineering Graphics*
Descriptive Geometry*
Computer-Aided Design*
Mechanical Drafting*
Architectural Drafting
(Continued Next Page)
Structural Drafting*
Technical Math*
Industrial Safety*
Manufacturing Processes*

Counseling

With a Masters degree in Counseling and Human Development, I am also qualified as a college counselor. I stay in touch with the discipline by serving as academic advisor and counselor for OWCC's distance learning students.

---

[1] Minus two years spent in the United States Marine Corp.

Economic Development and Community Activities

1. ***State of Florida Economic Development***
   - A. Appointed by Governor Lawton Chiles to the Board of Directors of the Enterprise Florida Innovation Partnership effective December 8, 1992. Enterprise Florida is a statewide public/private economic development partnership.
   - B. Chairman of the Innovation Alliance of Florida's Innovation Partnership

2. ***Economic Development Council of Okaloosa County.***
   - A. Policy Board Member, 1988 to present.
   - B. Chairman of the Blue Chip Community Program, 1986 to present.
   - C. Member of the Host Team for receiving companies considering relocating to Okaloosa County. Responsible for preparing those aspects of the presentation which relate to education, training, and labor. 1987 to present.
   - D. Member of the Existing Industry Task Force for 1990 to present.
   - E. Chairman of the Marketing Task Force for 1990-91.
   - F. Chairman of the Existing Task Force for 1991-92.
   - G. Member of the Policy Board for 1989-92.
   - H. Member of the Government Relations Committee for 1991-92.
   - I. Chairman of the Resource Development Task Force for 1992-93.
   - J. Secretary and Executive Board for 1993-94.

3. ***Economic Development Council of Walton County.***
   - A. Helped form the Council in 1990.
   - B. Board of Directors, 1990 to July 1991.

4. ***Customized Training Partnerships***

   Developed and administered on-site customized training programs in partnership with the following companies, organizations, and agencies:
   - • • • 1st National Bank & Trust
   - • • • Vanguard Bank & Trust
   - • • • Eglin Federal Credit Union
   - • • • Ver-Val Enterprises
   - • • • Metric Systems Corporation
   - • • • L. W. Looney & Son
   - • • • Russell Corporation
   - • • • Niceville Chamber of Commerce
   - • • • Okaloosa Economic Development Council
   - • • • American Business Women's Association
   - • • • Homebuilders Association of Okaloosa and Walton Counties
   - • • • Keltec Florida, Inc.
   - • • • Transistor Devices, Inc.
   - • • • Fort Walton Machine & Tool
   - • • • Gulf Power Company

- • • • Aero Technical Services
- • • • Crestview Chamber of Commerce
- • • • American Institute of Banking

5. ***Niceville-Valparaiso-Bay Area Chamber of Commerce***
   - • • • President for 1989
   - • • • President-Elect for 1988
   - • • • Board of Directors, 1987-1992
   - • • • Membership Chairman for 1988 (generated more new memberships than in any other year in the history of the Chamber: 123)
   - • • • Developed and administered the Chamber's *Leadership School*
   - • • • Chairman, Education Committee, 1991
   - • • • Developed Chamber College, 1991

6. ***Crestview Chamber of Commerce***
   - • • • Education Committee, 1989
   - • • • Developed and administered the *Chamber Leadership School*, 1990 and 1991
   - • • • Board of Directors, 1990-91
   - • • • Developed *Chamber College*, 1991

7. ***Greater Fort Walton Beach Chamber of Commerce***
   - • • • Vice-President for Economic Development, 1993
   - • • • Board of Directors, 1993-95
   - • • • Education Committee, 1988
   - • • • Long Range Planning Task Force, 1991-91 and 1992-93

8. ***Manufacturing and Engineering Network: Technology Coast***
   In conjunction with the Okaloosa County Economic Development Council, formed the *Technology Coast Manufacturing and Engineering Network* based on the model used successfully in Denmark and Italy. The Network consists of 30 small to medium-sized manufacturers, all of which share resources and expertise in an attempt to improve their competitiveness; 1990 to present. TeCMEN was cited in President Clinton's campaign platform as an example of an innovative local initiative.

9. ***Okaloosa County Overall-Economic Development Program (OEDP)***
   OEDP is a long-range planning group required by the U.S. Department of Commerce, 1992-present in order for Okaloosa County to participate in federal grant programs.

Gubernatorial Appointments

1. Board of Directors, Enterprise Florida Innovation Partnership, 1992.

2. Board of Directors, Enterprise Florida Innovation Partnership, 1993.

3. Statewide Workers' Compensation Task Force, 1993.

National Task Forces

Task Force to develop a National Associate Degree in High Performance Manufacturing. Jointly sponsored by the Institute for Policy Studies of John Hopkins University and the American Association of Community Colleges.

Technology Transfer/Industrial Modernization Activities

1. ***Consortium for Manufacturing Competitiveness (CMC)***
   The CMC consists of one college or university in each of the thirteen southeastern states and two European colleges. CMC institutions were selected competitively in each state. OWCC represents the state of Florida. Each college is responsible for working with small and mid-sized manufacturers to help improve their competitiveness.
   - Chairman, CMC Executive Board, 1992-93
   - Chairman-Elect, CMC Executive Board 1991-92

2. ***Florida Consortium for Industrial Modernization (FCIM)***
   The FCIM consists of three consortia of community colleges in Florida; one in north, one in central, and one in south Florida. Each consortium has a lead college and four additional satellite colleges. OWCC is the lead college for the north Florida Consortium and the lead college for the overall FCIM.
   - Founder, August 1992
   - Chairman, FCIM Executive Board 1992-93

3. ***Gulf Coast Alliance for Technology Transfer (GCATT)***
   Board of Directors, 1992-present. GCATT is a Consortium of federal research laboratories and educational institutions established to promote and facilitate the commercialization of government research. Members of GCATT are as follows:

Army Aeromedical Research
Laboratory
Fort Rucker, AL

National High Magnetic Field
Laboratory
Tallahassee, FL

National Aerospace Medical
Research Laboratory
Pensacola, FL

Naval Education & Training
Pensacola, FL

Naval Surface Warfare Center
Tyndall AFB, FL

Okaloosa-Walton Community College
Niceville, FL

Environmental Research Laboratory
Gulf Breeze, FL

Wright Laboratory Armament
Directorate
Eglin AFB, FL

The University of West Florida
Pensacola, FL

University of Florida
Gainesville, FL

FAMU/FSU College of Engineering
Tallahassee, FL

4. ***The Quality Institute (TQI)***
Founder of TQI and member of the Board of Directors. TQI is a partnership of Okaloosa-Walton Community College, the University of West Florida, and the Economic Development Council of Okaloosa County, dedicated to the enhancement of quality, productivity, and competitiveness in business and industry. Services provided include education, customized training, and technical assistance. TQI is located on the Fort Walton Beach Campus of OWCC.

Military Service

United States Marine Corps. September 1971-September 1973. Honorably discharged on September 14, 1973 at Camp Pendleton, California.

Membership in Professional Organizations (Present and Past)

American Management Association	1992 to Present
Florida Association of Community Colleges	1985 to Present
Phi Delta Kappa (President for 1984 School Year)	1980 to Present
American Vocational Association	1976 to Present

Florida Vocational Association	Lifetime Member since 1976
International Technology Education Association	1986 to Present
Okaloosa Vocational Association	1984 to Present
Florida Literacy Coalition	1984 to Present

Membership in Related Organizations

1.	Florida's Statewide Articulation Coordinating Committee (Standing Committee on Vocational Education)	1991 to Present
2.	Southern Technology Council (STC)	1987 to Present
	▸ Executive Board of STC's Consortium for Manufacturing Competitiveness	1991-1993
3.	Private Industry Council for SDA Two	1984-1992
	▸ Legislative Liaison	1991-1992
	▸ Economic Development Chairman	1990-1991
	▸ Executive Board	1989-1990
	▸ Education Chairman	1987-1988
4.	Region Two Coordinating Council for Vocational Education	1983-1992
5.	Occupational Education Standing Committee of the State Board of Community College's President's Council	1984-1991
6.	Council for Adult and Experiential Learning (CAEL) (Florida's State Representative)	1990-1991

Awards and Recognition

- ***U.S. Secretary of Education's Award***
  Presented by U.S. Secretary of Education Terrell Bell and Assistant Secretary for Vocational Education Dr. Robert Worthington. This award was given to OWCC and Dr. Goetsch for having one of the ten outstanding vocational programs in the United States in 1984.

- ***Rex Gaugh Award for 1986***
Presented by the Florida Vocational Association to the individual who has made the most significant contributions to technical education in Florida for a specified year.

- ***Outstanding Adjunct Instructor of the Year***
University of West Florida, College of Education, Eglin Center; 1982, 1983, 1984, and 1985.

- ***Man of the Year, 1986***
Niceville-Valparaiso Chamber of Commerce.

- ***National Computer Graphics Association Recognition Award, 1986***
Award for being evaluated by participants as one of the highest rated workshop presenters of the 129 at the annual convention.

- ***National Computer Graphics Association Recognition Award, 1985***
Award for being evaluated by participants as one of the highest rated workshop presenters of the 132 at the annual convention.

- ***Outstanding Vocational Educator, 1988***
Okaloosa County Vocational Association.

- ***Research Award, 1988***
Phi Delta Kappa, Choctawhatchee Bay Area Chapter.

- ***Master Teacher Award, 1990***
Awarded by the Choctawhatchee Bay Chapter of Phi Delta Kappa on November 16, 1991.

- ***Economic Development Volunteer of the Year, 1991***
Awarded by the Florida Economic Development Council on February 6, 1992.

- ***Impact Award for 1992***
Awarded by the Florida Public Relations Association for innovative and effective use of public relations in education.

Books Authored

1. *INTRODUCTION TO TOTAL QUALITY. MacMillan Publishing Company (Currently in production for a February, 1994 release).*

2. *INDUSTRIAL SAFETY AND HEALTH: In the Age of High Technology.* MacMillan Publishing Company, 1992.

3. *INDUSTRIAL SUPERVISION: In the Age of High Technology.* MacMillan Publishing Company, 1991.

4. *MODERN MANUFACTURING PROCESSES.* Delmar Publishers, 1990. (Society of Manufacturing Engineers served as co-author).

5. *ADVANCED MANUFACTURING TECHNOLOGY.* Delmar Publishers. 1990.

6. *COMPUTER-AIDED DESIGN AND DRAFTING WITH AUTOCAD.* Merrill Publishing Company, 1990 (Raymond L. Rickman served as co-author).

7. *UNDERSTANDING HIGH TECHNOLOGY.* Pennwell Publishers, Inc. 1986.

8. *TECHNOLOGY AND YOU.* Delmar Publishers, 1986. (John Nelson served as co-author).

9. *LEARNING HOW TO TEACH.* American Vocational Association, 1989.

10. *VOCATIONAL INSTRUCTOR'S SURVIVAL GUIDE.* American Vocational Association, 1985.

11. *VOCATIONAL ADMINISTRATOR'S SURVIVAL GUIDE.* American Vocational Association, 1985. (Paul Szuch served as co-author).

12. *MATH FOR COMPUTER-AIDED DRAFTING.* Prentice-Hall, Inc., 1986, (Deborah M. Goetsch served as co-author).

13. *MATH FOR THE HEATING AND COOLING TRADES.* Prentice-Hall, Inc., 1986, (Deborah M. Goetsch and Raymond L. Rickman served as co-authors).

14. *MATH FOR THE MACHINE TRADES.* Prentice-Hall, Inc., 1986. (Deborah M. Goetsch and Raymond L. Rickman served as co-authors).

15. *MATH FOR THE AUTOMOTIVE TRADES.* Prentice-Hall, Inc., 1986. (Deborah M. Goetsch and Raymond L. Rickman served as co-authors).

16. *INTRODUCTION TO COMPUTER-AIDED DRAFTING.* Prentice-Hall, Inc., 1983.

17. *COMPUTER AIDED DRAFTING.* Prentice-Hall, Inc., 1983.

18. *MICROCADD: Design and Drafting on Micro-Computers.* Prentice-Hall, Inc., 1987.

19. *CAD APPLICATIONS-ARCHITECTURAL.* Delmar Publishers, 1986.

20. *THE CAD/CAM WORKBOOK.* Southwestern Publishers, 1983.

21. *UNDERSTANDING COMPUTER-AIDED DESIGN AND DRAFTING.* Pennwell Publishers, Inc., 1985.

22. *COMPUTER-AIDED DRAFTING: A Handbook for Teachers.* Florida Department of Education, 1983.

23. *COMPUTER-AIDED DRAFTING FOR TEACHERS.* Alabama Department of Education, 1984.

24. *TECHNICAL DRAWING • DESIGN • CAD.* Delmar Publishers, 1985. (John Nelson and William Chalk served as co-authors).

25. *STRUCTURAL DRAFTING.* Delmar Publishers, 1982.

26. *DRAFTING AND DRAWING FOR STRUCTURAL SYSTEMS.* Van Nostrand-Reinhold, 1983).

27. *FUNDAMENTALS OF ECONOMIC DEVELOPMENT AND TECHNOLOGY TRANSFER: A Handbook for Community Colleges.* Center for Manufacturing Competitiveness, 1989.

Chapters Authored in Books

1. *Impact of Technology on Curriculum and Delivery Strategies in Vocational Education.* Chapter 20 of *ADULTS AND THE CHANGING WORKPLACE.* American Vocational Association, 1984.

2. *The Computer in Tool Design.* Chapter 12 of *FUNDAMENTALS OF TOOL DESIGN.* Society of Manufacturing Engineers, 1984.

3. *Implementing CADD Training.* *COMPUTER GRAPHICS '86 CONFERENCE PROCEEDINGS.* TUTORIALS, Volume 1, Chapter 16, 1986.

4. *Understanding High Technology.* *TECHNOLOGY AND TEACHERS.* Star Schools Program, The University of Alabama at Birmingham, Midlands Consortium, Cather Publishing Company, 1990.

Selected Articles Authored in Journals and Magazines

1. *Professional Development of Parttime Occupational Instructors.* Proceedings from a National Conference on Community College Professional Development, National Center for Research in Vocational Education (MDS-296), October, 1992.
2. *Technology Education: The Community College Role.* THE TECHNOLOGY TEACHER, May/June 1992, Volume 51, Number 8.
3. *Community Colleges and Economic Development.* CLIMATE: The Magazine of Gulf Coast Business. Volume 2, Issue 4, Fourth Quarter, 1991.
4. *Technology Transfer on a Budget.* FLORIDA VOCATIONAL JOURNAL. Volume 16, Issue 4, Summer 1991.
5. *Economic Development: The Vocational Educator's Role.* FLORIDA VOCATIONAL JOURNAL, Volume 15, Issue 5, April 1990.
6. *Economic Development Consortium Vies for Area Tech Center Growth.* CLIMATE, The Magazine of Gulf Coast Business, Volume 1, Issue 1, First Quarter, 1990.
7. *Joint Venture: A Long Time Dream Comes True. CLIMATE: The Magazine of Gulf Coast Business, Volume 4, Issue 1, First Quarter 1993, p. 14.*
8. *Making Full Instructional Use of All that Technology Offers.* SCHOOL SHOP/TECH DIRECTIONS, Volume 49, Number 5, December 1989.
9. *Economic Development and Vocational Teachers.* VOCATIONAL EDUCATION JOURNAL, August 1988.
10. *Understanding High Technology.* THE TECHNOLOGY TEACHER, Volume 45, Number 6, March 1988.
11. *Improving the Transferability of Your CAD Instruction.* SCHOOL SHOP, Volume 47, Number 6, January 1988.
12. *Economic Development and Vocational Teachers. VOCATIONAL EDUCATION JOURNAL,* August 1988.
13. *The Changing Drafting Curriculum. DESIGN GRAPHICS WORLD.* Volume 10, Number 9, September 1986.
14. *The Modern Drafting Curriculum Shifts to Automation. DESIGN GRAPHICS WORLD.* Volume 9, Number 2, February 1985.

15. *Today's Computer Revolution—Problems and Promise.* *SCHOOL SHOP.* Volume 44, Number 9, April 1985.

16. *Certifying Drafting Teachers.* *DESIGN GRAPHICS WORLD.* Volume 8, Number 9, September 1984.

17. *Everything is Not High Tech, FLORIDA VOCATIONAL JOURNAL.* Volume 9, Number 5, April/May 1984.

18. *Meeting the High Tech Challenge.* *SCHOOL SHOP.* Volume 43, Number 8, March 1984.

19. *Hints on Teaching Systems Drafting.* *DESIGN GRAPHICS WORLD.* Volume 43, Number 2, February 1984.

20. *Get the Right CAD System in Your Education Institution.* *DESIGN GRAPHICS WORLD.* Volume 7, Number 11, November 1983.

21. *Solar Hot Water for Industrial Arts Drafting Classes.* *MAN-SOCIETY-TECHNOLOGY.* Volume 42, Number 7, April 1983.

22. *Providing CAD Training.* *FLORIDA VOCATIONAL JOURNAL.* Volume 8, Number 4, February/March 1983.

23. *CAD-Answers to Frequently Asked Questions.* *INDUSTRIAL ARTS NEWS.* Volume 36, Number 3, February 1983.

24. *CAD/CAM REPORT.* Volume 1, Number 1, January 1983. NC System Division of PITSCO, Inc., Pittsburg, Kansas; (Editor).

25. *Preparing Voc-Ed Students for Layoffs.* *SCHOOL SHOP.* Volume 42, Number 5, December 1982.

26. *Improving Placement in Your Drafting Program.* *DESIGN DRAFTING AND REPROGRAPHICS.* Volume 6, Number 11, November 1982.

27. *Computer-Aided Drafting: Answers to Frequently Asked Questions.* *PACESETTER.* Volume 1, Number 1, Fall 1982. Southwestern Publishing Company.

28. *Preparing Drafting Students for Layoffs.* *DESIGN GRAPHICS WORLD.* Volume 7, Number 4, April 1983.

29. *Advisory Committees: Making Them Work.* *INDUSTRIAL EDUCATION.* Volume 55, Number 10, October 1982.

30. *Trained Users: The Missing Link in CAD. PLAN AND PRINT.* Volume 55, Number 10, October 1982.

31. *Teaching Computer-Aided Drafting on a Budget. DESIGN DRAFTING AND REPROGRAPHICS.* Volume 6, Number 10, October 1982.

32. *Partnership: Use it from the Start. SCHOOL SHOP.* Volume 42, Number 1, August 1982.

33. *Tips for Part-Time Teachers. VOCED.* Volume 57, Number 5, June 1982.

34. *Preparing Students for Change. INDUSTRIAL EDUCATION.* May/June 1982.

35. *Operation Disadvantaged: Meeting the Challenge. FLORIDA VOCATIONAL JOURNAL.* April/May 1982, Volume 7, Number 5.

36. *Using a Computer as a Drafting Tool. SCHOOL SHOP.* Volume 41, Number 10, May 1982.

37. *Improving Placement: The Military Connection. VOCED.* "INSIDERS INSERT' for Counseling Personnel. Volume 57, Number 2, March 1982.

38. *Keeping Your Course Up-to-Date. INDUSTRIAL EDUCATION.* Volume 71, Number 3, March 1982.

39. *Computer-Aided Drafting Workshop. ED 205 700, CE 029 642.* ERIC Clearing House on Adult, Career, and Vocational Education. The National Center for Research in Vocational Education, Ohio State University, January 1982.

40. *Improving Community Relations through Increased Faculty Involvement. ED 206 361.* ERIC Clearing House for Junior Colleges, University of California at Los Angeles, January 1982.

41. *Time for a Checkup? FLORIDA VOCATIONAL JOURNAL.* September/October 1981.

42. *Achieving Sex Equity Via Vocational Education. COMMUNITY AND JUNIOR COLLEGE JOURNAL.*

43. *Vocational Instructor's Guide.* ED 199 406, CE 028 144. ERIC Clearing House on Adult, Career, and Vocational Education. The National Center for Research in Vocational Education, Ohio State University, August 1981.

44. *A Study to Determine the In-service Education Needs of Part-Time Vocational Faculty and an In-service Program to Meet Those Needs.* ERIC. The National Center for Research in Vocational Education, Ohio State University, Ed 199 394, CE 028 071, August 1981.

45. *Checklist for Vo-Ed Teachers. SCHOOL SHOP.* Volume 41, Number 1, August 1981.

46. *Computer-Aided Drafting. INDUSTRIAL EDUCATION.* May/June 1981.

47. *Student-Employer Follow-Up. FLORIDA VOCATIONAL JOURNAL.* April 1981.

48. *Teaching the Intangibles in Vocational Education. INDUSTRIAL EDUCATION.* Volume 70, Number 3, March 1981.

49. *An In-service Plan for Part-Time Staff. SCHOOL SHOP.* Volume 41, Number 2, September 1981.

50. *Vocational Educators, Jobs, and Equality. INDUSTRIAL EDUCATION.* Volume 6, Number 6, March 1981.

51. *Preparing Students to Relocate. SCHOOL SHOP.* Volume 40, Number 5, January 1981.

52. *Metric In-service Training for Hospital Nurses. THE JOURNAL OF NURSING CARE.* Volume 13, Number 11, November 1980.

53. *Solving the Metric Mystery. FLORIDA VOCATIONAL JOURNAL.* Volume 6, Number 2, October 1980.

54. *Converting Residential Drawing Courses to Metric. TECHNICAL EDUCATION NEWS.* Volume 40, Number 1, September/October 1980.

55. *Improving Placement. FLORIDA VOCATIONAL JOURNAL.* March 1980.

56. *Employment for Black Americans: The Challenge. CRISIS.* (National Journal of NAACP). January 1980.

57. *Dual Education: Way to Independence. COMMUNITY AND JUNIOR COLLEGE JOURNAL.* Volume 50, Number 3, November 1979.

58. *Jobs for Black America: The Educator's Responsibility. JOURNAL OF STUDIES IN TECHNICAL CAREERS.* Volume 1, Number 4, Fall 1979.

59. *Vocational Education: The Career Concept of the 80's. JOURNAL OF STUDIES IN TECHNICAL CAREERS.* Volume 1, Number 4, Fall 1979.

60. *Finding, Getting, and Keeping a Job. FLORIDA VOCATIONAL JOURNAL.* Volume 4, Number 6, February/March 1979.

61. *Metrics for the Adult Learner. LIFELONG LEARNING: THE ADULT YEARS.* November 1978.

62. *Meter, Liter, Gram, Celsius. COMMUNITY AND JUNIOR COLLEGE JOURNAL.* October 1978.

63. *Calculated Neglect in the Vocational Classrooms. GEORGIA JOURNAL OF TRADE AND INDUSTRIAL EDUCATION.* Volume 2, Number 1, Fall 1978.

64. *Drafting Women into a Nontraditional Career. FLORIDA VOCATIONAL JOURNAL.* Volume 8, Number 8, April 1978.

65. *Teaching Students to Think Metric. FLORIDA VOCATIONAL JOURNAL.* Volume 3, Number 6, February 1978.

66. *Metric Corner. SCHOOL SHOP.* April 1978.

Selected Newspaper Columns

In 1987 and 1988 I wrote a column for the OKALOOSA NEWS JOURNAL and BAYOU TIMES newspapers under the by-line *Middle of the Road*. The following articles are selected examples from *Middle of the Road.*

1. *Adult Illiteracy: The Subtle Danger.* Wednesday, October 14, 1987.

2. *Literacy and Drop-Outs.* Wednesday, October 21, 1987.

3. *Adult Illiteracy: The Personal Side.* Wednesday, October 28, 1987.

4. *Toys, Children, and Learning.* Wednesday, January 13, 1988.

5. *Who Shapes a Child's Values?* Wednesday, April 6, 1988.

6. *Parents Need to be Better Listeners.* Wednesday, March 2, 1988.

7. *Parents, Help Kids with Self-Image.* Wednesday, March 9, 1988.

8. *Television Promotes Image over Substance.* Wednesday, March 23, 1988.

9. *Give the Gift of Reading.* Wednesday, January 27, 1988.

10. *Alcohol Abuse Statistics Everyone Should Know.* Wednesday, May 11, 1988.

In 1984 I wrote periodic columns and commentaries for the PLAYGROUND DAILY NEWS and THE OKALOOSA BUSINESS NEWS. Some examples of these are as follows:

1. *Local Control: A Concept in Short Supply.* Commentary for the *PLAYGROUND DAILY NEWS.* December 26, 1984.

2. *Parents Have Key Role in Child's Education.* Commentary for the *PLAYGROUND DAILY NEWS.*

3. *A High IQ Does Not a Good Teacher Make.* Commentary for the *PLAYGROUND DAILY NEWS.*

4. *Discipline is the Key to Learning Success.* Commentary for the *PLAYGROUND DAILY NEWS.*

5. *Education: You Can't Have and Eat Your Cake.* Commentary for the *PLAYGROUND DAILY NEWS.*

6. *Chances Are You Hate Your Job.* Editorial for the *PLAYGROUND DAILY NEWS.* November 13, 1983.

7. *Let Your Congressman Know You Support SERTA.* Editorial for the *PLAYGROUND DAILY NEWS.* November, 1983.

Selected Papers Read, Seminars Presented, and Speeches Made

1. MILITARY TECHNOLOGY TRANSFER, TRANSITION, AND ECONOMIC DEVELOPMENT. A presentation to the Florida State Board of Community Colleges on October 7, 1993.

2. BUSINESS AND INDUSTRY PARTNERSHIPS. A presentation to the Florida Association of Community Colleges Planning and Development Committee, September 23, 1993, Sandestin, Florida.

3. BUSINESS ETHICS. A presentation to the National Association of Educational Buyers, September 22-24, 1993; Fort Walton Beach, Florida.

4. BUILDING COMMUNITIES FOR THE WORLD OF TOMORROW. A forum entitled "Helping Manufacturers Survive the Military Build-Down: Florida's Community College Consortium for Industrial Modernization" presented on Friday, April 30, 1993 as part of the 73rd Annual Convention of the American Association of Community Colleges in Portland, Oregon.

5. INDUSTRIAL MODERNIZATION AND ECONOMIC DEVELOPMENT: Promising and Innovative Southern Strategies. A presentation made as part of the Southern Summit Meeting of state secretaries of commerce in Alexandria, Virginia on June 21, 1993.

6. DEFENSE CONVERSION AND REINVESTMENT. A presentation made as part of the Fourteenth Annual Florida Economic Development Workshop in Tallahassee, Florida on June 8, 1993.

7. COLLABORATIVE INDUSTRY NETWORKS. A presentation made to the Belleville Area Chambers of Commerce in Belleville, Illinois on May 13, 1993.

8. SUCCESS AFTER GRADUATION. Graduation speech for Spring 1993 graduates of the University of West Florida delivered on April 16, 1993.

9. COLLABORATIVE INDUSTRY NETWORKS. Workplace Development Institute; Nashville, Tennessee. Sponsored by the American Association of Community Colleges and the National Institute for Technology Transfer; February 26, 1993.

10. WORKPLACE DEVELOPMENT: THE ROLE OF EDUCATION. "Role of Consortia in Stimulating Economic Development," Upper Peninsula Educational Leaders Conference, Northern Michigan University, November 28, 1992.

11. DEFENSE REINVESTMENT IN FLORIDA: A SUCCESSFUL COMMUNITY COLLEGE MODEL. Testimony before the Florida Defense Reinvestment Task Force chaired by U.S. Representative Jim Bacchus (Florida's 11th Congressional District) and co-chaired by Greg Farmer, Florida's Secretary of Commerce. University of Central Florida, Orlando, October 9, 1992.

12. BETTER COMMUNICATION IN THE WORKPLACE. A seminar presented to the Northwest Florida District Dental Association, Sandestin Beach Resort, August 28, 1992.

13. WHAT COLLEGES CAN DO TO IMPROVE MANAGEMENT PRACTICES. A presentation made at a conference on industrial competitiveness and skills enhancement in the south and in Europe called *Two-Year Colleges on the Cutting Edge*. September 10 and 11, 1992, Peabody Hotel, Memphis, Tennessee.

14. PLANNING AND DEVELOPING COLLEGIATE OCCUPATIONAL PROGRAMS. A presentation made to the Alabama College System's Deans' Council, June 25, 1992, Gulf Shores, Alabama.

15. COMMISSION ON THE FUTURE OF THE SOUTH: Local Business Development. A presentation made at the 1992 Commission on the Future of the South hosted in Nashville, Tennessee on June 16, 1992 by the Southern Growth Policies Board (the 13 southern governors).

16. SELF-EMPOWERMENT. A presentation to the International Association of Personnel in Employment Security on May 15, 1992 in Fort Walton Beach, Florida.

17. MANAGING CONFLICT. A presentation to the Emerald Coast Personnel Manager's Association, Fort Walton Beach, Florida, November 20, 1991.

18. CAPTURING DEFENSE DOLLARS IN A SCALED DOWN MILITARY. A presentation to the Florida Council for Resource Development's Fall Conference, Clearwater, Florida, November 6, 1991.

19. PROFESSIONAL DEVELOPMENT OF PART-TIME INSTRUCTORS. "*Sharing What Works,*" Community College Professional Development Pre-Conference, San Antonio, Texas, October 18, and 19, 1991. Sponsored by the National Center for Research in Vocational Education and the American Association of Community and Junior Colleges.

20. CUSTOMIZED CORPORATE TRAINING: The Human Resource Issue of the 90's. Spring Seminar of the Florida Job Service Employer Committee (JSEC), March 8, 1991, Ramada Beach Resort, Fort Walton Beach, Florida.

21. ORGANIZATIONAL PLANNING AND GOAL SETTING. Gulf Coast Mortgage Banking Education Conference, November 3, 1989, Sandestin Hilton, Sandestin, Florida.

22. TEACHER ASSESSMENT STRATEGIES. Alabama Technical College Deans' Association, August 10, 1990, Holiday Inn Gulf Shores, Alabama.

23. GETTING THE RESPECT YOU DESERVE. Florida Association of Community Colleges Region II, Career Employees Fall Conference, September 20, 1990, Santa Fe Community College, Northwest Campus, Gainesville, Florida.

24. GETTING THE RESPECT YOU DESERVE. Florida Association of Community Colleges, Career Employees Commission Conference, September 15, 1989, Gulf Shores Community College, Panama City, Florida.

25. ROLL OF TWO-YEAR COLLEGES IN ECONOMIC DEVELOPMENT. Alabama College Association Annual Conference for Professional Development, Birmingham-Jefferson Civic Center, Birmingham, Alabama, November 19, 1990.

26. SELF EMPOWERMENT. Southeastern Employment and Training Association (SETA) Fall Conference, September 8-11, 1991, Fort Walton Beach, Florida.

27. MAKING STRESS WORK FOR YOU. Southeastern Employment and Training Association (SETA) Fall Conference, September 8-11, 1991, Fort Walton Beach, Florida.

28. RE-INVENTING ECONOMIC DEVELOPMENT: Linkages Between Schools and Businesses. Twelfth Annual Florida Economic Development Workshop (Co-sponsored by Florida Department of Commerce and Florida Economic Development Council). June 23-26, 1991, Tallahassee, Florida.

29. INSTITUTIONAL EFFECTIVENESS IN THE COMMUNITY COLLEGE. A workshop presented to Alabama Technical Deans' Association in Gulf Shores, Alabama on August 1, 1988.

30. SEX EQUITY AND HIGH TECHNOLOGY. A paper read to the Displaced Homemaker Coordinators and Vocational Education Conference at Mississippi State University. Starkville, Mississippi, August 2, 1984.

31. HIGH TECHNOLOGY AND THE DISPLACED HOMEMAKER. A paper read to the Displace Homemaker Coordinators and Vocational Directors of Mississippi at Mississippi State University. Starkville, Mississippi, August 2, 1984.

31. IMPLEMENTING COMPUTER-AIDED DRAFTING. A paper presented on behalf of the American Vocational Association and the Center for Occupational Research and Development (CORD) to the occupational deans of Florida's community colleges and visiting deans from the Caribbean Basin, Orlando, Florida, June 1, 1983.

32. TRAINED USERS: The Missing Link in CAD. A paper presented to the American Institute for Design and Drafting at the National Conference held in Boston, Massachusetts on April 5, 1983.

33. IMPROVING PRODUCTIVITY THROUGH BETTER INDUSTRY-EDUCATION INTERFACING. A paper presented to the American Institute for Design and Drafting at their National Conference held in New Orleans, Louisiana on April 14, 1982.

34. OC-ED'S ROLE IN LITERACY AND SERVING SPECIAL POPULATIONS. A speech presented during the NORTHWEST FLORIDA RALLY in Fort Walton Beach, Florida on November 14, 1987 co-sponsored by the Florida Vocational Association and the Okaloosa County Vocational Association.

35. WORKSHOP FOR NEW VOCATIONAL ADMINISTRATORS: FTE Calculations and Projections. A workshop presented during the FVA's Annual Vocational Educators' Workshop on August 5, 1987 in Orlando, Florida.

36. BLUE CHIP COMMUNITY PROGRAM. A speech presented during the *"Legislatively Speaking"* conference in Fort Walton Beach, Florida on November 5, 1987 sponsored by the Job Service Employer Committee.

37. COMPUTER-AIDED DESIGN IN THE MODERN ENGINEERING SHOP. A speech presented to the Florida Engineering Society—Playground Chapter on February 25, 1988.

38. LITERACY IN THE WORKPLACE. A workshop presented during *"Literacy: Key to Florida's Future"* annual conference in Orlando, Florida, March 11, 1987; sponsored by the Florida Literacy Coalition.

39. MANAGING THE RECRUITING, PLACEMENT, AND FOLLOW-UP PROCESS. A paper presented to 250 industrial education, industrial arts, and occupational specialist personnel at the annual Florida Vocational Association Conference in Orlando, 1981.

40. IMPROVING PLACEMENT IN THE AREA CENTER. A paper read to the directors of Florida's area vocational centers at their quarterly conference in Rivera Beach, Florida on November 7, 1980.

41. SOLVING THE METRIC MYSTERY. A paper read to the Florida Metric Council at the invitation of Florida Commissioner of Agriculture Doyle Connor, Tallahassee, Florida, December 4, 1983.

42. INDUSTRY-EDUCATION-SOCIETY WORKING TOGETHER TO MEET THE CHALLENGE OF HIGH TECHNOLOGY. Paper read to the Annual Four State Conference for Vocational Education. (Kansas, Missouri, Oklahoma, and Arkansas), Pittsburg, Kansas, October 7, 1983.

43. THE CHANGING CURRICULUM. A workshop presented as part of the Texas Junior College Teachers Association's 39th Annual Convention in Austin, Texas, February 13-15, 1986.

44. HIGH TECHNOLOGY AND SEX EQUITY. A workshop presented as part of the Florida Vocational Association's 19th Annual Conference in Orlando, Florida, August 3-7, 1986.

45. MARKETING VOCATIONAL PROGRAMS. A workshop presented as part of the Florida Vocational Association's 19th Annual Conference in Orlando, Florida, August 3-7, 1986.

46. TAPPING COMMUNITY RESOURCES. A workshop presented as part of the Florida Vocational Association's 19th Annual Conference in Orlando, Florida, August 3-7, 1986.

47. THE CHANGING DRAFTING CURRICULUM. A workshop presented as part of the Annual Convention of the National Computer Graphics Association (NCGA) in Anaheim, California, May 1986.

48. IMPLEMENTING CADD IN THE CURRICULUM. A workshop presented as part of the Annual Convention of the National Computer Graphics Association (NCGA) in Dallas, Texas, May 1985.

49. PLANNING IN VOCATIONAL EDUCATION. A workshop presented to Florida's vocational deans and directors as part of Florida's Annual Vocational Education Conference in Orlando, Florida, August 8, 1984.

50. COMPUTER-AIDED DRAFTING. A workshop for Mississippi's Industrial Arts teachers presented as part of the 1984 Mississippi Vocational Conference at Mississippi State University, Starkville, Mississippi, August 1, 1984.

51. HIGH TECHNOLOGY AND ITS IMPACT ON SEX EQUITY. A workshop for Mississippi vocational guidance counselors presented as part of the 1984 Mississippi State University, Starkville, Mississippi, August 1, 1984.

52. GEOMETRIC DIMENSIONING AND TOLERANCING. A workshop presented for the engineering, design, drafting, and manufacturing personnel of Keltec Florida, Inc., Shalimar, Florida, October 22, 1983.

53. COMPUTER-AIDED DRAFTING--KNOWLEDGE AND SKILLS DEVELOPMENT. A workshop presented to 70 drafting instructors s part of the 15th Annual Vocational Educator's Conference in Orlando, Florida on August 4, 1983. Sponsored by the Florida Department of Education in conjunction with the D.C. Jaeger Corporation.

54. COMPUTER-AIDED DRAFTING--KNOWLEDGE AND SKILLS DEVELOPMENT. A workshop presented to 50 drafting instructors from Georgia as part of the annual Georgia Vocational Association Conference in Atlanta, Georgia on August 11, 1983.

55. COMPUTER-AIDED DRAFTING--KNOWLEDGE AND SKILLS DEVELOPMENT. A workshop presented to 70 drafting teachers from 10 different states in Tulsa, Oklahoma. Sponsoring agency: NC Systems Division of PITSCO, Inc., January 26, 1983.

56. COMPUTER-AIDED DRAFTING--KNOWLEDGE AND SKILLS DEVELOPMENT. A workshop presented to 50 drafting teachers from 10 different states at Lively Vocational Technical Center, Tallahassee, Florida on January 28, 1983. Sponsoring agency: D. C. Jaeger Corporation.

57. COMPUTER-AIDED DRAFTING--KNOWLEDGE AND SKILLS DEVELOPMENT. A workshop presented to 30 drafting teachers from Alabama at Bessemer State College on January 27, 1983. Sponsoring Agency: Alabama Industrial Development Commission.

58. COMPUTER-AIDED DRAFTING--KNOWLEDGE AND SKILLS DEVELOPMENT. A workshop presented to 35 drafting teachers from Brevard and Hillsborough Public School Systems, and community colleges at Rockledge Teacher Education Center, February 7, 1983. Sponsoring agency: Brevard County School System.

59. OVERVIEW OF COMPUTER-AIDED DRAFTING. A workshop presented to 60 marketing representatives who represent CAD manufacturers. The workshop was presented at the expense of PITSCO, Inc. during the American Vocational Association Convention in St. Louis, Missouri, December 1-4, 1982.

60. COMPUTER-AIDED DRAFTING: Developing the Curriculum and Teaching the Hands-On Skills. A workshop presented to educators during the Florida Association of Trade and Industrial Education (FATIE) Conference in Daytona Beach, Florida, October 21-23, 1982.

61. COMPUTER-AIDED DRAFTING: Theory, Principles, and Terminology. A workshop presented to educators during the 15th Annual Florida Vocational Association Conference in Orlando, Florida on August 4, 1982.

62. KEEPING VOCATIONAL PROGRAMS UP-TO-DATE. A workshop presented to participants in the Florida Department of Education's EXTERN Program, Winter Garden, Florida, April 2, 1982.

63. IMPROVING THE FOLLOW-UP PROCESS. A workshop presented in conjunction with the regional meeting of the Occupational Specialist and Guidance Association. (Region I - Escambia, Santa Rosa, Okaloosa, Walton, Washington, Holmes, and Bay Counties, Florida), March 18, 1982.

64. IMPROVING PLACEMENT IN THE AREA VOCATIONAL CENTER. A workshop presented to the faculty and staff of St. Augustine Technical Center, St. Augustine, Florida, January 18, 1982.

65. THE BASICS OF COMPUTER-AIDED DRAFTING. A workshop presented to the membership of the Florida Association of Trade and Industrial Education, (FATIE), Daytona Beach, Florida, October 16, 1981.

66. ENSURING ENROLLMENTS THROUGH IMPROVED COMMUNITY RELATIONS. A workshop presented to the faculty and staff of Okaloosa-Walton Junior College on April 11, 1981.

67. COMPUTER-AIDED DRAFTING UPDATE. A workshop presented at OWCC to 135 drafters and drafting instructors from throughout the state of Florida, March 5, 1981.

68. IMPROVING PLACEMENT IN THE AREA VOCATIONAL CENTER. A workshop presented to the faculty and staff of Ridge Vocational Center in Winter Haven, Florida, August 6, 1981.

69. IMPROVING PLACEMENT IN THE AREA VOCATIONAL CENTER. A workshop presented to the faculty and staff of Washington-Holmes Area Vocational Center, Chipley, Florida, August 18, 1980.

70. CAREERS IN THE 80'S: Non-Traditional Careers for Women. A workshop presented during A DAY FOR WOMEN sponsored by the OWCC Home Economics Department at the Chautauqua Neighborhood Center in DeFuniak Springs, Florida.

71. TRUE POSITION DIMENSIONING AND TOLERANCING. A workshop for the drafting, machine shop, and quality control personnel at Metric Systems Corporation in Fort Walton Beach, Florida, March 1980.

72. IMPROVING PLACEMENT IN TRADE AND INDUSTRIAL EDUCATION. A workshop presented to the membership of the Florida Association of Trade and Industrial Educators (FATIE) at the annual conference in Orlando, Florida, August 1979.

73. METRICS IN THE HOSPITAL. A workshop on metric measurement for hospital nurses presented to the nursing staff of Baptist Hospital in Pensacola, Florida, 1978.

74. METRICS FOR DEPARTMENT LEVEL ADMINISTRATORS. A workshop presented for the mid-management level administrators of Baptist Hospital, Pensacola, Florida, 1977.

75. METRIC MEASUREMENT FOR NURSES. A workshop presented to the nursing staff of Baptist Hospital in Pensacola, Florida, March 1977.

Accreditation Activities

This section summarizes regional accreditation activities undertaken with the Southern Association of Colleges and Schools (SACS).

OWCC Self-Study Chair 1980

Chaired the college's accreditation self-study in preparation for the ten-year reaffirmation visit by the SACS visiting team.

SACS Team Member

- Served on the SACS team which conducted a *substantial change* visit when Patrick Henry Junior College in Monroeville, Alabama merged with a nearby technical college to become Alabama Southern Community College, May 11-14, 1992.
- Served on the SACS team which conducted a *substantial change* visit when the technical college and a junior college in Muscle Shoals, Alabama were merged to form Shoals Community College, January 1988.
- Served on the SACS team which conducted a reaffirmation visit to Virginia Western Community College April 19-22, 1993.

Accreditation Preparation Teams

- Served on a team to conduct a mock SACS visit in preparation for the merger of Jefferson Davis State Junior College and Atmore State Technical College to form Jefferson Davis Community College in Brewton, Alabama, April/May 1991.
- Conducted a mock SACS visit for Lawson State Community College in Birmingham, Alabama on July 29, 30, 31, and August 1, 1990.
- Conducted a mock SACS visit for Shelton State Community College in Tuscaloosa, Alabama on June 10-11, 1992.

- Conducted an evaluation visit for Northwest Alabama Community College in Phil Campbell, Alabama in October, 1992.

Highlights of Major Contributions at OWCC

This section highlights some of my major accomplishments on behalf of Okaloosa-Walton Community College in the following categories: college growth and development, economic development, technology transfer, resource development, scholarship, teaching, legislative relations, Department of Education relations, community relations, media relations, and military relations.

College Growth and Development

- Administered the planning, design, construction, equipping, staffing, and operation of OWCC's $19 million Fort Walton Beach Campus. This is a joint campus with the University of West Florida (UWF) wherein OWCC is the owner and UWF is a tenant. The campus consists of 10 buildings on a 156-acre site housing administration, faculty offices, computer and technology laboratories, science laboratories, a maintenance facility, a library, a 350-seat auditorium, a wellness center, a Small Business Development Center, and an Economic Development Center. The campus serves approximately 1,500 FTE students in a full complement of Associate of Arts, Associate of Science, Associate of Applied Science, Certificate, and Continuing Education programs.

- Provided leadership that resulted in the growth of OWCC's adult and occupational programs from 973 FTE to 1,685 FTE (173%) while serving as the college's Dean of Technical Education and Economic Development from July 1987 through June 1991.

- Developed and implemented Associate of Science Degree Programs for the college in the following areas: CAD/CAM, Manufacturing Technology, Industrial Management and Supervision, Paralegal Technology, and Human Resources Management.

- Established the *Distance Learning* component of OWCC's curriculum which includes television, radio, and video-taped courses.

- Established OWCC as the host of the annual county COLLEGE NIGHT for high school juniors and seniors.

Economic Development Activities

- Established OWCC as a leader in economic development among community colleges in the state of Florida and the college's district as a result of the following:
    1. Establishment of a close working relationship with the Florida Department of Commerce.

2. The success, pursuit, and award of Sunshine State Economic Development grants to OWCC in 1988, 1989, and 1990.
3. Establishment of the Northwest Florida Consortium for Economic Development consisting of OWCC, Pensacola Junior College, Gulf Coast Community College, and Chipola Junior College.
4. Establishment of the Florida Consortium for Industrial Modernization consisting of three consortia of community colleges; one each in north, central, and south Florida for a total of twelve colleges of which OWCC is the lead institution.
5. Competing successfully to have OWCC named as Florida's representative in the Southern Technology Council's Consortium for Manufacturing Competitiveness.
6. Establishment, in conjunction with the Economic Development Council of Okaloosa County, of the Technology Coast Manufacturing & Engineering Network (a group of 30 small to mid-sized manufacturers that work together to enhance their competitiveness by sharing resources, risk, marketing costs, and contracts.
7. Writing the book, ***Fundamentals of Economic Development and Technology Transfer*** that is used by over 100 community colleges in the U.S.
8. Serving on the board of the Okaloosa County Economic Development Council from 1988 to present.
9. Providing leadership in the establishment of the Walton County Economic Development Council of 1990.
10. Serving on the boards of the Niceville and Crestview Chambers of Commerce.
11. Serving as President of the Niceville Chamber of Commerce in 1989.
12. Selection as Economic Development Volunteer of the Year for 1991 by the Florida Economic Development Council.
13. Writing economic development-related articles in nationally circulated journals.

Resource Development

- Became OWCC's most productive grant-writer by generating an average of $500,000 per year in grant funding for OWCC from July 1984 to present including a $600,000 Title III grant in 1992, $568,650 in Military Technology Transfer grants in 1990, 1991, and 1992, and a $1.2 million equipment gift from IBM in 1991. Grants for 1992-93 include the following: $100,000 (Sloan Foundation), $200,000 (Federal Tech-Prep Project), and $179,645 (State Military Technology Transfer Project), and $5,000 (Gulf Power Company).

Scholarship

- Set an example of scholarship by 1) conducting research that led to the development and publication of 27 books on various topics in the broad areas of technology and management. Most of these are college-level textbooks used in colleges, universities, and corporate training settings, in the U.S., Canada, and Europe; 2) pursuing on-going graduate work that has resulted in three Masters and a Doctorate degree to date; and 30) receiving the Phi Delta Kappa Research Award for 1988.

Teaching

- Set an example of excellence in teaching which resulted in the following:
  1. Selection by the U.S. Department of Education as having one of the ten outstanding technical programs in the U.S. in 1984.
  2. Selection by the students of OWCC as Outstanding Instructor of the Year in 1976.
  3. Selection by the students of the University of West Florida (while teaching as an adjunct) as Outstanding Teacher of the Year at the Eglin Education Center for 1982, 1983, 1984, and 1985.
  4. Selection by the Florida Vocational Association as recipient of the Rex Gaugh Award for 1986 (outstanding technical educator of the year).
  5. Receipt of a Master Teacher Award from the National Institute for Staff and Organizational Development in 1990.
  6. Receipt of a Master Teacher Award from Phi Delta Kappa in 1991.
  7. Selection by the Okaloosa Vocational Association as Outstanding Vocational Educator of the Year in 1988.

Legislative Relations

- Established credibility and close working relationships with the Okaloosa and Walton County delegations as well as other key legislators across the state. As a result OWCC is often consulted by legislators when drafting bills, conducting studies, and making special appropriations.

Department of Education Relations

- Established credibility and close working relationships with the following: office of the Commissioner of Education, State Board of Community Colleges, and the Division of Vocational Education. As a result, OWCC is looked to as a leader in the areas of economic development, technology transfer, and business an industry services and is frequently consulted concerning matters in these areas.

Media Relations

- Established credibility and close working relationships with key decision-makers in the local press and media. This has resulted in numerous positive newspaper, television, and radio stories for OWCC and prevented others that might have been less positive.

Community Relations

- Established OWCC as a key leader among local business and industrial CEO's politicians, and Chamber of Commerce officers. As a result, OWCC is an integral part of the communities it serves and decisions made concerning those communities.

Military Relations

- Established positive relations with the Education Services Officer at Hurlburt Field Air Force Base that turned around a very negative situation and a history of animosity that has persisted for over 15 years.

Distance Learning

- Developed, implemented, and administer a distance learning program for the college beginning Fall Semester 1993. To date, 15 courses are available to students in a distance learning format. The program generated approximate 75 FTE during the first year of operation (1993-94).

Appendix B
ROSTER OF EMPLOYEE PARTNERS

PARTICIPANT ROSTER
1992-1993

NAME	*IDENTIFICATION NUMBER WHERE AVAILABLE*	*COMPANY CODE*
ABEL, W.P.	274-34-6835	ARP
ABSTON, ALLEN	419-36-9247	USB
ACKERMAN, LERAY	241-92-3286	ARP
ADAMS, AL		BOISE
ADAMS, CAROLE		VF.BS
AGEE, MARGARET	419-50-6727	USB
AKINS, PAMELA	424-72-0289	MCH
ALDAY, JOE	420-64-1503	BOISE
ALLEN, BRIAN	419-19-0472	DMC
ALLEN, HENRY	421-92-6415	DMC
ALLEN, TOLLIE	424-76-2782	BOISE
ALTMAN, KEITH		VF.KM
ANDERSON, CHRISTOPHER		USB
ANDERSON, CHUCK	424-96-4445	USB
ANDERSON, PEARLIE	420-62-7859	VF.BS
ANDERSON, ROY	421-60-4251	VF.KM
ARMSTRONG, EDDIE		VF.KM
ARMSTRONG, JOE		BOISE
AVERITT, STEFANIE		USB
BAGGETT, DONNIE	423-54-7456	ARP
BAGGETT, EDDIE	422-50-2659	ARP
BAGGETT, JOE		BOISE
BAGGETT, PAUL		TEMPLE
BAGGET, STEVE		TEMPLE
BAGGETT, TRACY	421-06-9837	VF.MS
BAGLEY, GAIL	421-98-0767	USB
BAILEY, BYRON	419-44-6334	ARP
BAILEY, MELINDA		BOISE
BAIN, JAMES	424-60-8882	ARP
BAKER, JOANN		CNB
BAKER, MICHAEL	416-74-9632	DMC
BANKS, ALVIN	417-84-5125	DMC
BARMSTEAD, EDDIE	417-56-8452	VF.KM
BARNES, JAMES		CNB
BARNES, KATHERINE		CNB
BARNES, MARGIE		CNB
BARNES, SHERRY	416-08-6768	VF.JS
BARNES, PAT	421-70-4770	USB

BAUGH, CAROL		VF.KM
BAUGH, JOHN		VF.KM
BAUGH, LYNN	417-80-2030	USB
BAYLES, JAMES		VF.KM
BECK, PATRICA	417-76-8283	VF.KM
BECK, TAMMY	418-21-0783	VF.JS
BECK, TERRY	263-84-7526	BOISE
BECKHAM, CURSANDA		VF.KM
BECKMAN, JOHN		TEMPLE
BELL, LORI		CNB
BELL, SUSIE		CNB
BENNETT, STEVE	420-90-6997	DMC
BERRY, MARILYN		VF.KM
BIRGE, MICHAEL	424-86-6202	ARP
BLACK, BUD		VF.BS
BLACK, CHRISTINE		CNB
BLACK, COREAN		VF.KM
BLAES, CAREY		USB
BLAIR, ARLTON	422-50-2614	ARP
BLANKENSHIP, RITA	417-76-5096	USB
BLAZECK, TODD		VF.KM
BLOUNT, JOEY		BOISE
BOATWRIGHT, GENE	425-86-6818	ARP
BOLEN, KEITH		BOISE
BOOKER, DONNA	424-17-0289	VF.MS
BOOKER, REBECCA		VF.BS
BOOKER, SHERRAL	418-19-2782	VF.MS
BOZEMAN, MAZIE		VF.BS
BUCHANAN,VERLA		VF.BS
BOULER, SARAH	422-54-8790	USB
BOUTWELL, SUZANNE	421-76-7431	USB
BOWDEN, KENDRICK	421-84-7720	DMC
BOWDEN, TOMMY	423-27-0568	DMC
BOYD, CHESTER	422-92-8952	DMC
BOYKIN, LEASIE		CAD
BRADFORD, LAURA	417-06-7725	USB
BRADLEY, CLAIRE		CNB
BRADLEY, MILDRED		VF.KM
BROCK, FRANKIE	424-56-2041	ARP
BROOKS, KIMBERLY	417-25-2462	VF.MS
BROUGHTON, JANE		CNB
BROWN, ISRAEL	424-04-8941	DMC
BROWN, JERRY		VF.KM
BROWN, LUCILLE	423-72-7572	VF.KM
BROWN, SONJA	416-08-3042	USB
BROWN, VERNETTE	424-02-3821	USB

BRUNSON, RAY		BOISE
BRYANT, SHARON		VF.KM
BRYANT, TRACY		VF.KM
BUFORD, BETTIE	420-56-5271	USB
BUMPER, VELMA		VF.KM
BURROUGHS, CYNTHIA		VF.KM
BUSEY, TRAVIS	419-54-7150	ARP
BUSH, JACQUELYN	422-86-6782	VF.BS
CAMPELL, EVERLYN		VF.KM
CAMPBELL, LESLEY	422-19-1382	USB
CAPELL, RICHARD	419-48-2997	ARP
CARPENTER, CAROLYN		BOISE
CARROLL, JIMMY		BOISE
CARSTAR, VICKIE		VF.KM
CARTER, ANDREW	416-08-4387	DMC
CARTER, CONRAD	421-94-0996	DMC
CARTER, DEBBIE		VF.KM
CARTER, ERLINE	418-40-1963	USB
CASEY, OTIS	420-76-7153	ARP
CASPER, LONA		CNB
CHAMPION, ROSE	419-13-6545	USB
CHANEY, ARTHUR	421-50-1040	BOISE
CHANEY, BARBARA	426-04-9252	VF.BS
CHAPMAN, BRENDA		VF.KM
CHAPMAN, CORNELIA		VF.KM
CHAPMAN, LINDA	421-66-6854	USB
CHAPMAN, NANCY		VF.KM
CHASTAIN, COLEMAN	417-42-2743	BOISE
CHASTAIN, HAROLD		BOISE
CHASTAIN, LINDA	417-72-9280	USB
CLAPPER, JAMES	261-35-2932	DMC
CLARK, DERRICK	556-57-8130	DMC
CLARK, JEFFERSON	418-76-8855	USB
CLARK, MATTHEW		VF.KM
CLARKE, JERRY		VF.KM
CLAXTON, KENDELL	419-94-4317	VF.KM
CLAYTON, KEVIN		VF.KM
CLOLINGER, GORDON	419-52-4069	BOISE
COATES, MATTIE		VF.KM
COBB, DARRELL	418-27-6247	DMC
COBB, LARRY	424-11-4585	DMC
COLE, BUDDY		BOISE
COLEMAN, ANDY	419-94-1363	DMC
COLEMAN, CHASTAIN		BOISE
COLLIER, BOSTON	421-88-8327	DMC
CONRAD, VICK	423-56-3781	ARP

COODY, JIMMY	419-17-4534	DMC
COOPER, LEO	428-04-9974	DMC
COOPER, TAMMY	421-96-9980	VF.JS
COSBY, VINSON	416-62-0315	DMC
COUNSELMAN, ANDREW		VF.KM
COX, LEONIA		VF.KM
COX, PEGGY		USB
CRAFT, CHARLENE	424-60-9963	USB
CRAMER, DARRELL	422-15-8379	DMC
CREPPS, BRANDON		CNB
CREW, BILL		BOISE
CROCKER, SARAH		BOISE
CULPEPPER, RUTH		VF.BS
DAIN, CUPIDEAN		VF.BS
CUNNINGHAM, JEMISON	416-82-4578	ARP
CURTIS, STELLA		VF.KM
DAFFIN, MARY	416-88-2367	BOISE
DAUGHERTY, NIKKI		BOISE
DAVIS, DAVID	264-27-2991	ARP
DAVIS, EARNEST		VF.KM
DAVIS, KIMBERLY	421-25-9095	USB
DAVIS, THEUS		CNB
DAWSON, WAYNE	417-66-9857	ARP
DEAN, ROBERT		BOISE
DELANCEY, BRUCE	589-07-9385	DMC
DEMENT, BYRON		CAD
DEMENT, SHARA		USB
DEWITT, GAY		BOISE
DIAMOND, BOBBY	417-88-4588	DMC
DICKINSON, MELVA	417-80-1042	VF.JS
DIXON, ROBBIE		VF.KM
DOGGETT, CAROLYN		VF.BS
DOGGETT, CHRIS	420-66-2882	USB
DONALD, DOROTHY	471-60-5343	VF.KM
DOZIER, BEVERLY	424-08-0322	USB
DREW, STEPHEN	262-27-3838	ARP
DUBOSE, LINDA	424-86-4359	VF.KM
DUBOSE, MARY		VF.BS
DUKE, ALAN	419-84-3440	DMC
DUKE, COATE		BOISE
DUNAGAN, WILLIE		VF.KM
DUNAGAN, LAURA	424-21-6037	USB
DUNAGEN, DONALD	422-58-9073	BOISE
DUNCAN, ELOISE		CNB
DUNN, GARY	420-78-9422	ARP
DUNN, DONALD	422-92-6435	VF.JS

DYESS, JOEL	423-94-8367	USB
ELDRIDGE, GAIL	426-04-9703	VF.BS
ELDRIDGE, CAROLYN	416-50-3659	USB
ELROD, MILDRED	423-94-8367	USB
ERWIN, BARBARA		VF.KM
ETHERIDGE, JOHN	424-06-7424	DMC
ETHERIDGE, TRACEY		CNB
EVANS, PRINCE	420-66-8263	DMC
EZELL, CATHERINE		VF.KM
EZELL, CATHERINE	423-56-4595	ARP
FAILS, ELLIOTT		TEMPLE
FAITH, JOE	416-50-4071	BOISE
FAIRLEY, KENNETH	423-56-4595	ARP
FAITH, LEROY		BOISE
FANTROY, LESLIE	422-62-8681	VF.MS
FAUST, JAMES		VF.KM
FAUST, EDWINA		BOISE
FELTON, BILL		BOISE
FENDLEY, MARSHA	422-82-8270	MCH
FENDLEY, PAMELA	422-86-4558	USB
FENDLEY, RANDALL		TEMPLE
FINNEY, BRUCE	421-92-7019	DMC
FLEMING, GLEN	421-74-1843	VF.KM
FLEMING, PAUL	452-74-5312	ARP
FLOWERS, RONALD		TEMPLE
FORD,TEDDY	416-04-1114	DMC
FOSTER, EDWINA		VF.JS
FOX, OLLIE	421-66-5OO8	VF.JS
FOXX, ROSIE		VF.KM
FREEMAN, DON	586-03-8115	DMC
FREEMAN, KAREN	417-94-6229	USB
FROST, DAVID	427-94-6989	MCH
FULLER, CHIQUITA	417-02-6133	USB
FULLER, EMMA		VF.KM
FULMER, WINDOL	267-88-4018	DMC
GAILES, CHARLENE		VF.KM
GAINES, BENNIE		VF.BS
GALLERY, JAMES		TEMPLE
GAMBLE, CARL	411-52-7812	DMC
GAMBLE, MICHELLE	419-23-7210	USB
GARNER, NATHANIEL	423-76-8968	DMC
GARNER, W.	419-54-6257	ARP
GARTMAN, LUCILLE		VF.KM
GATES, ANITA		CAD
GAZELL, MIKE		BOISE
GEER, TERRI	417-94-3185	USB

GHOSH, KANIA	245-15-8283	ARP
GIBBONS, JOANN	417-62-7561	USB
GIBSON,EDWARD	425-49-7516	DMC
GIBSON, SHARON		BOISE
GILES, MICHAEL	428-08-6483	DMC
GILL, HILDA		VF.KM
GITTINGS, JANET	424-66-5568	ARP
GLASS, EVERETT	418-80-5279	DMC
GLINSKI, KEN		BOISE
GOLDMAN, MARSHA		BOISE
GOODWIN, JAMES	424-60-8525	BOISE
GRAHAM, KAY	418-15-7687	USB
GRANT, RICK		BOISE
GREEN, JOHN	419-17-7032	DMC
GREEN, CYNTHIA	416-04-1084	VF.MS
GREEN, DON		BOISE
GREEN, DONNA	416-21-2603	USB
GREEN, STEVEN	420-80-8830	ARP
GRIMES, MARY	419-52-7741	MCH
GUY, CHARLES	422-58-9022	BOISE
HANCOCK, RODNEY	418-56-2637	ARP
HANDS, JILES	416-82-2580	ARP
HANKS, DELARIS	416-54-9014	MCH
HARPER, TERRI		BOISE
HARPER, WILLIAMS		BOISE
HARRELL, HARRY		BOISE
HARRINGTON, MARCILLE	416-68-6433	VF.MS
HARRISON, BEVERLY	418-74-5404	ARP
HARRISON, SHERRY		VF.BS
HART, CATHY	410-80-6700	MCH
HARVELL, FAYE	417-82-3461	USB
HARVEY, RICHARD	428-25-2838	USB
HAWZE, THEODORE	428-86-2005	BOISE
HAYNES, JIM		BOISE
HAYNES, TERRI		BOISE
HEARN, BILL		BOISE
HENDERSON, ACQUINETTA		CNB
HENDERSON, EDNA	420-64-8211	BOISE
HENDERSON, FRANK		BOISE
HENDERSON, JOSEPHINE		VF.KM
HENDERSON, LOIS		CNB
HENDLEY, MAXIE	424-96-8795	VF.BS
HENLEY, MAZIE		VF.MS
HERITAGE, JOHNNY		BOISE
HERRON, ESSIE	251-52-2126	USB
HICKS, SUSAN	228-54-4949	USB

HIGDON, JOHN		USB
HILL, CYLESE		CNB
HILL, TOM		BOISEHODGE,
HODGE, KAREN	419-76-9249	BOISE
HODGE, TERRY	422-76-2614	ARP
HOLIFIELD, GREGORY	422-62-2360	DMC
HOLLEY, RANDALL	424-40-9968	ARP
HOMAN, MARK	177-42-0615	DMC
HORN, BESSIE	416-62-7475	VF.BS
HORTON, GLENDA		VF.BS
HORTON, RITA	423-90-2800	USB
HORTON, WINSTON		BOISE
HOULDITCH, JENNY		CNB
HOVEN, MILDRED	422-46-2462	VF.KM
HUDSON, ISIAH	424-15-2830	DMC
HUGHES, ETHEL		VF.KM
HUGHSTON, SARAH		BOISE
HUNT, SHARON		VF.KM
HUNT, YOLANDA		CAD
IKNER, DAVID		BOISE
INGRAM, JOHN		USB
INGRAM, ROSEMARY	423-54-0088	USB
INGRID, RICHARD	428-04-9922	DMC
JACKSON, BRENDA		VF.KM
JACKSON, CAROL		BOISE
JACKSON, CATHIE	424-90-0344	VF.KM
JACKSON, EARL	421-60-3945	BOISE
JACKSON, EDD	424-28-9104	BOISE
JACKSON, GRADY		VF.KM
JACKSON, LULA	417-76-8224	VF.KM
JACKSON, MAGIE		VF.KM
JACKSON, MARY		VF.KM
JACKSON, RACHEL	418-70-5266	VF.JS
JACKSON, SARAH		VF.KM
JACKSON, VALERIE		VF.KM
JACOBS, WALTER		BOISE
JAMES, BETTY		VF.KM
JAMES, EDDIE	118-44-2677	BOISE
JAMES, GARRETT	423-88-8685	DMC
JANES, LULA		BOISE
JENKINS, CRYSTAL	421-98-8175	VF.BS
JENKINS, ROBERT	422-15-1403	DMC
JIMERSON, DEBRAH	426-06-4288	VF.BS
JIMERSON, DONNA		USB
JIMERSON, DONNIE	417-21-9136	DMC
JIMERSON, JENNIFER		USB

JOHNS, CHRIS	261-73-1217	MCH
JOHNSON, ANGELIA	254-19-5124	VF.KM
JOHNSON, CATHY	424-80-9101	USB
JOHNSON, DANNIE		USB
JOHNSON, EVELYN	262-61-1427	ARP
JOHNSON, LOKEY		BOISE
JOHNSON, MARTHA	424-70-7143	VF.MS
JOHNSON, ROBERT	417-88-7813	DMC
JOHNSON, THERESA		BOISE
JOHNSON, VENESSA	425-08-2569	VF.BS
JONES, BERNICE		CAD
JONES, BOBBY		VF.KM
JONES, CAROLYN	424-76-4042	VF.KM
JONES, DAVID		VF.KM
JONES, DENNIS	419-84-9163	VF.KM
JONES, HOWARD		BOISE
JONES, JACK		BOISE
JONES, KEN		CAD
JONES, KENT	419-84-2403	BOISE
JONES, LEE		CNB
JONES, MEADOR		CNB
JONES, TIM	421-94-8698	BOSIE
JONES, LINDA	417-96-8898	VF.KM
JONES, NORVELLE		BOISE
JONES, THOMAS	330-60-5195	DMC
JORDAN, BOBBY	423-82-8975	VF.KM
KAEO, LANI	417-08-0657	DMC
KARR, PAUL	417-92-4754	BOISE
KELLEY, EDNA	587-72-7531	USB
KELLEY, LINDA		USB
KENNEDY, ATTIE	418-88-1296	VF.BS
KENNEDY, ELIZABETH	423-82-7740	VF.KM
KENNEDY, LEILA	423-82-7736	VF.KM
KERBY, OLEN		CNB
KIDD, VIRGINIA ANN		CNB
KIMBRO, BO		TEMPLE
KIMBROUGH, MINNIE	416-84-5143	VF.KM
KING, DOYLE		VF.BS
KING, MELVIN		VF.KM
KING, SHIRLEY		VF.KM
KINMAN, ROBBIE		VF.KM
KNIGHT, DEBRIE	420-92-9665	VF.MS
KNIGHT, KERRY		CAD
KNIGHT, MARSHALL	420-98-1737	DMC
KOEHN, KENNETH	513-50-4501	DMC
KUPPU, MEEMU		ARP

LADDUSAW, DARRELL	469-48-1697	ARP
LAMBERT, LOLAR	416-80-9967	MCH
LANDRUM, JACKIE		USB
LANKFORD, TAMMY		CAD
LANKFORD, VIRGINIA		VF.KM
LAWSON, CLIFFORD	423-88-9024	DMC
LAWSON, WILLIE	417-88-0884	DMC
LAZENBY, DAVID		BOISE
LEE, ALVIN	417-96-3437	DMC
LEE, JIM		BOISE
LEGGETT, LINDA		CAD
LETT, ANNIE	420-78-9306	VF.MS
LEWIS, BILL		BOISE
LINDER, DARREL	418-25-6492	DMC
LINDSEY, SYDNEY	465-68-7433	ARP
LINDSEY, THOMAS	422-66-1627	ARP
LOCKETT, ONNIE	423-84-6162	USB
LOKEY, CHUCK		BOISE
LONG, HENRY		BOISE
LONG, RICHARD		BOISE
LONG, RITA	587-96-0423	DMC
LOTLEY, VIRGINIA	428-70-5689	VF.BS
LOTT, JOHN	424-62-2711	ARP
LOWE, BOB		BOISE
LUCAS, ALICE		BOISE
LUCAS, JANE	518-72-9471	VF.BS
MADISON, JIMMIE		VF.KM
MAJORS, RICHARD	090-48-8611	DMC
MANLEY, KATINA	418-15-5430	VF.BS
MANESS, BETTY		USB
MANNING, GRACE	418-60-1654	MCH
MARTIN, JESSIE	416-62-5371	VF.BS
MARTIN, PAM		USB
MARTIN, RAD	423-72-5017	ARP
MARTORANA, JUDY	420-78-8923	MCH
MASSENGALE, KENNY	418-88-4022	DMC
MATTHEWS, JEAN		BOISE
MATTHEWS, JOE		BOISE
MAYS, VERA	418-70-0866	USB
MAYTON, DAVID	423-96-9297	DMC
MAYTON, THOMAS	422-90-6238	DMC
MAXWELL, PAT	262-35-6237	BOISE
MAZINGO, GLEN	424-13-1255	DMC
MCCARTHY, DAVID	464-90-9847	DMC
MCCASTER, SHIRLEY		VF.KM
MCHANEY, SALLY		USB

MCCLINTON, WILLODEAN	417-64-6177	VF.KM
MCCOUN, ROXANNE		CNB
MCDANIEL, VIDA		USB
McDEVITT, ALICE	426-82-4961	VF.BS
MCDONALD, BUTCH		BOISE
McDONALD, PAM		BOISE
MCDOWELL, JOHN	417-08-5777	DMC
MCDOWELL, WILLIAM	417-11-7487	DMC
MCGILBERRY, LINDA		CAD
MCINNIS, ROBERT	423-52-6305	ARP
MCINTYRE, CHARLES		BOISE
MCINTYRE, KENNETH		VF.KM
MCMILLION, LAMUEL		VF.MS
McMULLEN, HERBERT	424-56-2106	ARP
MCPHAUL, TIM	418-66-1737	MCH
MARTARANO, JUDY		MCH
MEADOWS, SAM		BOISE
MERTZ, BARBARA	418-52-6963	VF.MS
MERTZLER, J.C.		BOISE
MIDDLETON, TABITHA	418-92-2535	VF.MS
MIMS, AMY	418-25-5007	VF.KM
MIMS, SCOTT	421-19-4743	VF.KM
MITCHELL, BENJAMIN	421-72-7103	DMC
MITCHELL, CLARETHA		VF.BS
MIZELL, WILLIAM	419-21-9153	DMC
MONTGOMERY, KATHERINE	417-64-7315	VF.KM
MONTGOMERY, ROY	423-50-3185	VF.KM
MONTGOMERY, SAM	424-86-5318	BOISE
MONTGOMERY, WILLIAM	262-54-0746	ARP
MOODY, JANICE	420-90-2716	USB
MOORE, DAVE		MCH
MOORE, DON	420-64-0106	ARP
MOORE, EARL	419-36-9798	BOISE
MOORE, ELIZABETH		MCH
MOORE, JOHN		BOISE
MOOREHEAD, ROBERT	420-92-3669	MCH
MORGAN, CECIL	416-38-8481	BOISE
MORGAN, WILLIAM	422-62-2235	USB
MORRIS, CLARA		VF.KM
MORRIS, PHILLIP	208-42-9270	ARP
MORTON, BEN		BOISE
MORTON, MARIA		VF.KM
MOSLEY, BENNIE	420-48-0304	VF.BS
MOSLEY, BOBBIE		USB
MOSLEY, EMORY		BOISE
MOSLEY, WILLIAM	418-11-3229	DMC

MOTES, JERRY	418-92-5281	VF.KM
MOZINGO, BECKY		VF.BS
MULLEN, ANGIE		CNB
MURRAY, SHARON		BOISE
NEEDHAM, CHRIS		ARP
NELSON, DOUGLAS		VF.KM
NELSON, MICHAEL		USB
NELSON, RHONDA		USB
NELSON, ROBIN		USB
NETTLES, ALBERT	424-82-8544	ARP
NEW, WILLIAM	426-68-1225	MCH
NEWTON, ARNOLD	419-74-5888	DMC
NEWTON, WENDEL	421-19-4897	DMC
NICHOLSON, CHERYL		CNB
NIEHUSS, LAWRENCE	424-72-0037	MCH
NIXON, WANDA	424-06-3755	VF.KM
NOWLING, ANTARA	418-64-9822	MCH
OATES, JOESPH	419-21-4823	DMC
OATES, JOSEPH	419-21-4823	DMC
OATES, KATHERINE	420-08-5854	DMC
ODOM, GERALD	421-52-9611	ARP
ODOM, VIVAN		CNB
OVERTON, ROY	420-60-8626	BOISE
PALMER, GUY		BOISE
PARKER, GREGORY		VF.KM
PARTEN, JENNIFER	417-06-6129	USB
PARTEN, KENNY	416-04-3324	DMC
PARTEN, MARTHA		VF.BS
PAUL, KAY		BOISE
PAUSTIAN, DICK		BOISE
PEACOCK, PAULA	421-08-8333	VF.MS
PEACOCK, PAULA		VF.KM
PEELE, BILL		BOISE
PERINE, RONALD		VF.KM
PERNELL, KEITH	424-82-3317	VF.KM
PEZENT, GAINES		BOISE
PHILLIPS, FRANK		CAD
PHILLIPS, GLENDA	424-76-4531	USB
PICKENS, ALFRED	417-76-8355	VF.KM
PICKENS, CHARITY	424-94-6791	VF.KM
PICKENS, JUANITA		VF.KM
PIERCE, GREG	424-42-9885	ARP
POELLNITZ, CARL	416-94-3840	DMC
POINDEXTER, BERNIECE		VF.MS
POOLE, CARL	420-78-0102	VF.KM
POOLE, LEONARD		VF.KM

POWELL, DEBBIE		MCH
POWELL, FAY		VF.KM
POWELL, SANDRA	420-64-2125	VF.KM
PRITCHARD, MARGARET	417-64-6726	USB
PRITCHETT, FLOYD	422-28-5005	BOISE
PRITCHETT, JUANITA	422-02-7105	VF.KM
PRUITT, BELINDA		USB
PUGH, BERNARD		VF.KM
PUGH, CARLTON		BOISE
PUGH, CHARLIE	424-58-7504	VF.KM
PUGH, GLENDA		CAD
PUGH, LEILA		VF.KM
PUGH, RON		BOISE
RACKLEY, ANDREA	421-84-8532	DMC
RACKLEY, WILLIE		VF.KM
RADCLIFFE, BILLY	426-04-8893	DMC
RAGER, MARY		CAD
RAMER, RICHARD		ARP
RAMER, RICKY	420-66-0177	ARP
RAMSEY, MARIE		USB
RANDELSON, VELMA	417-94-8319	VF.MS
RAYBIN, TERRY		BOISE
RAYBON, TERRY		BOISE
REAMES, COLIN	418-84-2945	DMC
REED, DOROTHY	421-74-3699	VF.JS
REED, VIVIAN	423-92-2900	VF.KM
REEVES, CHARLES	422-44-0478	BOISE
REEVES, HATTIE		USB
REEVES, MARY		VF.KM
RESTER, WOODY		TEMPLE
RETHERFORD, SARA	416-11-4197	USB
RICHARDSON, DONNA	416-04-1837	VF.KM
RICHARDSON, VERNON	421-82-7137	DMC
RICHARDSON, WOODIE		VF.KM
RICKELTS, PEGGY		BOISE
RICKETTS, DON		BOISE
RIDGEWAY, RUTH		VF.BS
RIKARD, DAVID		BOISE
RILEY, JAMES	420-66-0105	MCH
RILEY, STAN		BOISE
RINEHART, WILLIAM	416-88-7822	DMC
ROBERTS, ANGELA		USB
ROBERTS, DELERNIA		VF.KM
ROBERTS, FRANCES L.		USB
ROBERTS, KAY		USB
ROBERTS, KEVIN	421-23-4011	DMC

ROBERTS, SAM		BOISE
ROBINSON, BRENDA	424-04-3738	VF.KM
ROBINSON, JAMES		BOISE
ROBINSON, LUREE	421-76-5160	VF.KM
ROBINSON, RORY	376-66-6414	BOISE
RODGERS, BUD		BOISE
RODGERS, JOHN		BOISE
RODGERS, JOHN		USB
ROLISON, GLADYS	422-40-1538	USB
ROSER, BERNARD	423-72-5779	DMC
ROWSER, BERNARD	423-72-5779	DMC
SASSER, JOYCE	451-70-1261S	MCH
SAWYER, CRAIG	417-94-3407	ARP
SCHELLL, LYNA		BOISE
SCHMIDT, DAN		BOISE
SCHMIDT, GARY	394-60-1431	USB
SCHULTZ, HORACE		BOISE
SCOTT, CHRIS		TEMPLE
SCOTT, TOMIE	420-56-5390	VF.KM
SEALS, BARBARA	421-72-7107	VF.BS
SELLERS, LARRY	423-62-9492	USB
SHAW, J.B. (BEN)	429-72-9513	ARP
SHAMBURGER, GLORIA		USB
SHEFFIELD, CECIL	420-56-5390	VF.KM
SHEFFIELD, EARL		VF.KM
SHEFFIELD, VIRGINIA	424-58-8475	ARP
SHEPERD, STEPHEN	587-07-5738	MCH
SHERWOOD, KEN	221-20-5975	DMC
SHIELDS, JADA		USB
SHIRLEY, DON	430-78-8814	ARP
SIMS, WILZY	420-56-5390	VF.KM
SIMPKINS, PATRICIA		CNB
SINGLETON, KATHY		USB
SKELTON, PATRICA	426-04-9552	VF.BS
SKINNER, ROBERT		BOISE
SMITH, ELIZABETH	417-06-6997	USB
SMITH, FAYE		USB
SMITH, KENNETH	420-58-8912	ARP
SMITH, LUCKIE		ARP
SMITH, SUSANNA		CNB
SMITH, WALLACE		VF.KM
SMITHWICK, K.	241-58-8194	ARP
SNYLY, DOUG		BOISE
SPARKS, TOMMY		BOISE
SQUIRES, JESSICA		CNB
STABLER, BETTY	421-70-2968	VF.MS

STAFFORD, KAY	424-13-8118	VF.BS
STAMEY, BECKY		VF.KM
STANFORD, JIM		CNB
STARLING, CONNIE		VF.KM
STARLING, RONNIE		VF.KM
STEADHAM, MARTHA J.		USB
STOCKMAN, WILLIAM	416-06-7751	DMC
STORIE, BARBARA	416-42-2439	USB
STRANGE, ANNE		CNB
STROUD, JANICE		CNB
STUART, KEN		BOISE
STUCKEY, SONNY	420-78-9736	ARP
SULLIVAN, J.O.		BOISE
SULLIVAN, KAYE	423-02-4111	VF.JS
SULLIVAN, LEONARD		BOISE
SULLIVAN, MARIE		VF.KM
SULLIVAN, MARTHA	419-62-8006	VF.KM
TARVER, NIKKI		BOISE
TARVER, ROBERT		VF.KM
TAYLOR, TRACI		USB
THEAD, DORIS	471-13-5107	VF.BS
THOMAS, JASON		VF.KM
THOMASON, COOKIE		CNB
THOMPSON, DEBRA		USB
THOMPSON, JUANITA		VF.BS
THOMPSON, WILLIAM	360-34-6759	ARP
THURMAN, EARNEST	418-98-7231	DMC
TINDLE, DAVID	420-21-4574	DMC
TINDLE, JOHN	421-21-0403	DMC
TIPPY, THOMAS R.	420-60-5099	ARP
TOOLE, JENNIFER		VF.KM
TRAVIS, CINNAMON	421-04-5104	DMC
TROTTER, RONNIE	424-54-3221	ARP
TUCKER, DIANE		VF.KM
TUCKER, LINDA		CNB
TURBERVILLE, GAIL	418-74-5391	MCH
TURBERVILLE, LARRY	421-74-3873	DMC
TURNER, DEBBIE	421-84-1870	USB
TURNER, GREGORY	253-23-4618	DMC
TURNER, WILLIAM	256-23-4466	DMC
TYSON, JULIA		VF.BS
TYSON, RITA	425-08-2695	VF.BS
VANN, ROBERT	423-56-5530	ARP
VETZEL,IRVIN	418-94-2132	DMC
VICE, JAMES	421-25-9132	DMC
VICK, CONRAD		ARP

VICKS, STEVE		VF.KM
WALKER, ANGELA		USB
WALKER, JAMES	417-64-5937	BOISE
WALKER, LARRY	423-74-7424	BOISE
WALKER, TRACEY	424-11-7665	USB
WALKER, WILLIAM		BOISE
WALLACE, THOMAS		CAD
WARD, OZELL	423-15-8286	DMC
WARD, ROBBIE		TEMPLE
WATERS, ROBERT		VF.KM
WATKINS, PAM		VF.BS
WEAVER, CINDY		BOISE
WEAVER, JAMES		BOISE
WEBBER, TINA	424-94-0967	USB
WELLS, MARY E.		USB
WESTBROOK, A. G.		CNB
WHEELER, TOM		BOISE
WHIGHAM		USB
WHITE, CARL		BOISE
WHITEHEAD, MIKE		BOISE
WHITTAKER, ETHEL	420-08-6511	VF.KM
WHITTED, HENRY	416-98-7862	DMC
WIGGINS, ANN		VF.KM
WIGGINS, BARBARA		VF.KM
WIGGINS, BEVERLY	417-94-2230	VF.KM
WIGGINS, JOHN		VF.KM
WIGGINS, MARY	420-78-9698	VF.MS
WIGGINS, PAUL	420-78-8800	ARP
WILEY, REGINALD	416-02-9488	USB
WILLIAMS, EDDIE		BOISE
WILLIAMS, JOHNNY	416-92-1687	DMC
WILLIAMS, MARIE		CNB
WILLIAMS, REGINA		VF.KM
WILLIAMS, ROBERT		VF.KM
WILLIAMS, ROBIN	421-02-3307	VF.JS
WILLIAMS, SONNY		BOISE
WILLIAMS, TERESA		USB
WILLIAMS, THOMAS	587-84-7874	DMC
WILLIAMS, WILLIE		VF.KM
WILSON, FLORAL		VF.KM
WILSON, JAMES		VF.KM
WILSON, ROGER	420-98-2878	DMC
WILSON, TREY		BOISE
WILSON, WILLIAM	424-11-1455	DMC
WINDHAM, MIKE		MCH
WINTERS, BARBARA		CNB

WOHLERS, JIM	154-32-9904	ARP
WOODWARD, GEORGE		BOISE
WOOLRIDGE, JOHN	424-54-3227	DMC
WOOTER, FRED		BOISE
WORTHY, MAT	420-66-1342	BOISE
WRIGHT, MARY L.		USB
YOUNGE, CHARLES		VF.KM
YOUNGE, JANET		VF.KM

Appendix C
TRAINING DATES, TYPES, AND ORGANIZATIONS

CHRONOLOGICAL LISTING
BY COMPANY

Partner	Topic	Dates
Demopolis Manufacturing Co.	Math	August 6 - 18, 1992
Boise-Cascade	Oral Presentation	August 19, 1992
Boise-Cascade	Oral Presentation	August 20, 1992
Boise-Cascade	Communication with Supervisors	August 25, 1992
United Security Bank	TQM Orientation	September 15, 1992
United Security Bank	TQM Orientation	September 16, 1992
United Security Bank	TQM Orientation	September 17, 1992
United Security Bank	Team Building	September 22, 1992
United Security Bank	Team Building	September 23, 1992
United Security Bank	Team Building	September 24, 1992
Boise-Cascade	Presentation Skills	October 7, 1992
Boise-Cascade	Presentation Skills	October 8, 1992
Monroe County Hospital	TQM	October 8, 1992
United Security Bank	Brain Storming	October 13, 1992
United security Bank	Brain Storming	October 14, 1992
United Security Bank	Brain Storming	October 15, 1992
United Security Bank	Problem Solving	October 20, 1992
United Security Bank	Problem Solving	October 21, 1992
United Security Bank	Problem Solving	October 22, 1992

Monroe County Hospital	Team Building	October 29, 1992
Boise-Cascade	Presentation Skills	November 5, 1992
Boise-Cascade	Presentation Skills	November 6, 1992
United Security Bank	Decision Making	November 10, 1992
United Security Bank	Decision Making	November 11, 1992
United Security Bank	Decision Making	November 12, 1992
Monroe County Hospital	Brain Storming	November 12, 1992
United Security Bank	Listening Skills	November 18, 1992
United Security Bank	Listening Skills	November 19, 1992
Monroe County Hospital	Problem Solving	November 18, 1992
United Security Bank	Interpersonal Skills	December 15, 1992
United Security Bank	Interpersonal Skills	December 16, 1992
United Security Bank	Interpersonal Skills	December 17, 1992
United Security Bank	Leadership	January 19, 1993
United Security Bank	Leadership	January 20, 1993
United Security Bank	Leadership	January 21, 1993
United Security Bank	Motivation	January 26, 1993
United Security Bank	Motivation	January 27, 1993
United Security Bank	Motivation	January 28, 1993
Monroe County Hospital	Interpersonal Skills	January 28, 1993
Kiwanis	TQM	January 29, 1993
Monroe County Hospital	Creative Problem Solving	February 11, 1993
Success Center Alabama Southern Community College	Interviewing Skills	February 12, 1993

United Security Bank	Customer Service	February 16, 1993
United Security Bank	Customer Service	February 17, 1993
United Security Bank	Customer Service	February 18, 1993
Vanity Fair (Butler)	TQM	February 22, 1993
United Security Bank	Telephone Courtesy	February 23, 1993
United Security Bank	Telephone Courtesy	February 24, 1993
United Security Bank'	Telephone Courtesy	February 25, 1993
Vanity Fair (Butler)	TQM Orientation	March 4, 1993
Vanity Fair (Butler)	Positive Image	March 4, 1993
Vanity Fair (Butler)	Assessment	March 9, 1993
Monroe County Hospital	Effective Meetings & Active Listening	March 11, 1993
United Security Bank	Writing Skills	March 16, 1993
United Security Bank	Writing Skills	March 17, 1993
United Security Bank	Writing Skills	march 18, 1993
Vanity Fair	TQM	March 16, 1993
Vanity Fair (Jackson)	Assessment	March 17, 1993
Monroe County Hospital	Facilitation	March 18, 1993
Vanity Fair (Jackson)	TQM Changing Role of Supervisor	March 18, 1993
United Security Bank	Keyboarding	March 23, 1993
Episcopal Women's Group	Stress Management	March 23, 1993
Vanity Fair -Knitting Mill	Job Analysis	April 5, 1993

Vanity Fair (Butler)	Personal Financial Management	April 6, 1993
Monroe County Hospital	Conflict Resolution & Assertion	April 8, 1993
Vanity Fair (Jackson)	Introduction to TQM Changing Role of Supervisor	April 12, 1993
Vanity Fair (Butler)	Financial Management	April 13, 1993
United Security Bank	Supervise Effectively	April 13, 1993
United Security Bank	Supervise Effectively	April 14, 1993
United Security Bank	Supervise Effectively	April 15, 1993
United Security Bank	Train-the- Trainer	April 20, 1993
United Security Bank	Train-the-Trainer	April 21, 1993
United Security Bank	Train-the-Trainer	April 22, 1993
Boise-Cascade	Active Listening	April 27, 1993
Boise-Cascade	Active Listening	April 28, 1993
Boise-Cascade	Active Listening	April 29, 1993
Monroe County Hospital	Presentation Skills	April 29, 1993
Alabama River Pulp	Communication	May 3 -6, 1993 May 10 -12, 1993 May 17 - 19, 1993
Monroe County Hospital	Team Presentation	May 6, 1993
Vanity Fair (Butler)	Time Management	May 11, 1993
United Security Bank	Performance Appraisal	May 18, 1993
United Security Bank	Performance Appraisal	May 19, 1993
United Security Bank	Performance Appraisal	May 20, 1993
Vanity Fair - Knitting Mill	Elastic Knitter Job Consensus	May 21, 1993

Temple-Inland	Basic Skills	June 15, 1993
Temple-Inland	Basic Skills	June 22, 1993
Temple-Inland	Basic Skills	June 29, 1993
Vanity Fair - Knitting Mill	Shipping Clerk (Comez) Job Consensus	May 24, 1993
United Security Bank	Time Management	May 25 - 27, 1993
Vanity Fair - Knitting Mills	Warp Knitter Skills Job Consensus	June 3, 1993
Vanity Fair Sewing Monroeville	Goal Setting	June 5, 1993
Vanity Fair - Knitting Mill	Knitter Learner Job Consensus	June 11, 1993
Vanity Fair Sewing Monroeville	Time Management	June 15, 1993
Temple-Inland	Assessment of Basic Skills	June 15, 1993
Temple-Inland	Assessment of Basic Skills	June 22, 1993
Vanity Fair - Knitting Mill	Draw-In Operator	June 25, 1993
Temple-Inland	Assessment of Basic Skills	June 29, 1993
Temple-Inland	Industrial Math	July 6, 1993
Boise-Cascade	Initial Woodyard Assessment	July 7, 1993
Vanity Fair - Knitting Mill	Quality Instructor	July 7, 1993
Temple-Inland	Industrial Math	July 13, 1993
Demopolis Manufacturing Co.	Assessment	July 13, 1993
Vanity Fair	Team Building	July 13, 1993
Boise-Cascade	Active Listening	July 13, 1993
Boise - Woodyard	Assessment	July 14, 1993

Boise-Cascade	Active Listening	July 20, 1993
Temple-Inland	Industrial Math	July 20, 1993
Boise-Cascade	Initial Woodyard Assessment	July 21, 1993
Chick*a*dee	Communication	July 26, 1993
Temple-Inland	Industrial Math	July 27, 1993
Vanity Fair - Knitting Mill	Utility Operator Job Consensus	July 30, 1993
United Security Bank	Completion of Myers-Briggs Testing	August, 1993
Boise-Cascade	Active Listening	August 3, 1993
Boise-Cascade	Active Listening	August 12, 1993
Temple-Inland	Industrial Math	August 12, 1993
Vanity Fair - Knitting Mill	Knitter "B" Job Consensus	August 13, 1993
Boise-Cascade	Active Listening	August 17, 1993
Temple-Inland	Industrial Math	August 19, 1993
Vanity Fair - Knitting Mill	Class "A" and Class "B" Mechanics Job Consensus	August 20, 1993
Vanity Fair - Knitting Mill	Quality Inspector Job Consensus	August 22, 1993
Boise-Cascade	Counseling	August 23, 1993
Commercial National Bank	Intro To Total Quality	August 24, 1993
Temple-Inland	Industrial Math	August 26, 1993
Boise-Cascade	Counseling	August 26, 1993

Vanity Fair - Knitting Mill	"Junior" or "Apprentice" Mechanics Job Consensus	August 27, 1993
Boise-Cascade	Counseling	August 31, 1993
Vanity Fair - Knitting Mill	"Insides" (Set-Up) Crew Job Consensus	September 3, 1993
Boise-Cascade	Review of Woodyard Basic Skills	September 6, 1993
Boise-Cascade	Counseling	September 9, 1993
Vanity Fair - Knitting Mill	"Trainee" Job Consensus	September 10, 1993
Vanity Fair - Knitting Mill	Review of Job Skills Analysis	September 14, 1993
Boise-Cascade	Counseling	September 14, 1993
United Security Bank	Developing A Customer Service Statement, Part I	September 14, 1993
United Security Bank	Developing A Customer Service Statement, Part I	September 15, 1993
United Security Bank	Developing A Customer Service Statement, Part II	September 16, 1993
United Security Bank	Customer Service	September 21, 1993
Commercial National Bank	Internal/External Customer Identification	September 21, 1993
United Security Bank	Customer Service Statement, Part II	September 22,1993
United Security Bank	Customer Service Statement, Part II	September 23, 1993

Boise-Cascade	Coaching	September 28, 1993
Commercial National Bank	Quality Measures	September 28, 1993
Vanity Fair - Knitting Mill	"Custodian" Job Consensus	October 1, 1993
Boise-Cascade	Coaching	October 7, 1993
Boise-Cascade	Coaching	October 12, 1993
United Security Bank	Defining Quality Measures	October, 12, 1993
United Security Bank	Defining Quality Measures	October 13, 1993
United Security Bank	Defining Quality Measures	October 14, 1993
United Security Bank	Defining Quality Measures	October 19, 1993
Commercial National Bank	Planning Session For Steering Committee	October 19, 1993
United Security Bank	Defining Quality Measures, Part II	October 20, 1993
Vanity Fair - Knitting Mill	Receiving Clerk Job Consensus	October 21, 1993
United Security Bank	Defining Quality Measures, Part II	October 21, 1993
Boise-Cascade	Coaching	October 21, 1993
Boise-Cascade	Coaching	October 26, 1993
Commercial National Bank	Steering Committee Planning Session	October 26, 1993
United Security Bank	Diversity Awareness	November 9, 1993
Boise-Cascade	Steering Committee Meeting	November 10, 1993

United Security Bank	Diversity Awareness	November 10, 1993
United Security Bank	Diversity Awareness	November 11, 1993
Boise-Cascade	Conflict Resolution	November 11, 1993
United Security Bank	Diversity Training Applications	November 16, 1993
Commercial National Bank	Team Building	November 16, 1993
United Security Bank	Diversity Training Applications	November 17, 1993
Vanity Fair - Knitting Mill	Shipping Clerk Job Consensus	November 18, 1993
Boise-Cascade	Conflict Resolution	November 18, 1993
United Security Bank	Diversity Training Applications	November 18, 1993
Commercial National Bank	Brainstorming	November 23, 1993
Vanity Fair - Knitting Mill	Job Skills Review	November 30, 1993
Boise-Cascade	Conflict Resolution	November 30, 1993
Boise-Cascade	Stress Management	December 2, 1993
Boise-Cascade	Stress Management	December 7, 1993
United Security Bank	Team Formation	December 7, 1993
United Security Bank	Team Formation	December 8, 1993
United Security Bank	Team Formation	December 9, 1993
Commercial National Bank	Problem Solving	December 16, 1993
Boise-Cascade	Stress Management	December 16, 1993
Boise-Cascade	Stress Management	December 21, 1993

Appendix D
SESSION CONTROL SHEETS

SESSION CONTROL SHEET

PARTNER:	DEMOPOLIS MANUFACTURING COMPANY
DATE(S):	AUGUST 6 THROUGH 18, 1992
TOPIC:	MATH
NO. OF PARTICIPANTS:	63
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY

SESSION CONTROL SHEET

PARTNER: BOISE-CASCADE

DATE(S): AUGUST 19, 20, 1992

TOPIC: ORAL PRESENTATIONS

NO. OF PARTICIPANTS: 30 TOTAL FROM BOTH DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: LEARNED SPEAKING TECHNIQUES APPLIED IMMEDIATELY BY HAVING THE OPPORTUNITY TO SPEAK IN FRONT OF THE GROUP.

SESSION CONTROL SHEET

PARTNER: BOISE-CASCADE

DATE(S): AUGUST 25, 1992

TOPIC: COMMUNICATION WITH SUPERVISORS

NO. OF PARTICIPANTS: 15

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: LEARNED TECHNIQUES FOR IMPROVEMENT OF UPWARD AND DOWNWARD COMMUNICATION. APPLIED IMMEDIATELY IN INDUSTRY SPECIFIC CASE ANALYSIS

SESSION CONTROL SHEET

PARTNER:	UNITED SECURITY BANK
DATE(S):	SEPTEMBER 22, 23, 24, 1992
TOPIC:	TEAM BUILDING
NO. OF PARTICIPANTS:	62 TOTAL FOR THREE DAYS
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	WORKED AS INDIVIDUALS AND ON TEAMS, MEASURED GAINS THROUGH TEAM WORK BY APPLYING TECHNIQUES TO INDUSTRY SPECIFIC SITUATIONS.

SESSION CONTROL SHEET

PARTNER: BOISE-CASCADE

DATE(S): OCTOBER 7, 8, 1992

TOPIC: PRESENTATION SKILLS

NO. OF PARTICIPANTS: 30 TOTAL FOR TWO DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: INCREASED CONFIDENCE AND EFFECTIVENESS THROUGH PRESENTING A CASE ANALYSIS FINDING TO OTHERS USING NEWLY ACQUIRED TECHNIQUES.

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	NOVEMBER 5, 6, 1992
TOPIC:	PRESENTATION SKILLS
NO. OF PARTICIPANTS:	30 TOTAL FOR TWO DAYS
NEEDS ANALYSIS:	COMMUNICATION/COMPUTATION SKILLS
SPECIFIC OUTCOME:	INCREASED CONFIDENCE AND EFFECTIVENESS THROUGH PRESENTING A CASE ANALYSIS FINDING TO OTHERS USING NEWLY ACQUIRED TECHNIQUES.

SESSION CONTROL SHEET

PARTNER: UNITED SECURITY BANK

DATE(S): DECEMBER 15, 16, 17, 1992

TOPIC: INTERPERSONAL SKILLS

NO. OF PARTICIPANTS: 62 TOTAL FOR THREE DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: USED APPROPRIATE COMMUNICATION TO DEVELOP AGREED-UPON BEHAVIORS TO RESOLVE A WORK-RELATED PROBLEM WITHIN A DEPARTMENT FROM AN INDUSTRY SPECIFIC CASE.

SESSION CONTROL SHEET

PARTNER:	KIWANIS
DATE(S):	JANUARY 29, 1993
TOPIC:	TQM
NO. OF PARTICIPANTS:	75
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	INCREASED AWARENESS OF THE BENEFITS OF CONTINUOUS IMPROVEMENT AND EDUCATION IN THE WORKPLACE.

SESSION CONTROL SHEET

PARTNER:	SUCCESS CENTER ALABAMA SOUTHERN COMMUNITY COLLEGE
DATE(S):	FEBRUARY 12, 1993
TOPIC:	INTERVIEWING/IMAGE
NO. OF PARTICIPANTS:	10
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	INCREASED AWARENESS OF THE SKILLS, BOTH VERBALLY AND WRITTEN, NECESSARY FOR A SUCCESSFUL JOB INTERVIEW. LEARNED TECHNIQUES FOR PROJECTING A POSITIVE IMAGE TO OTHERS.

SESSION CONTROL SHEET

PARTNER;	VANITY FAIR (BUTLER)
DATE(S):	MARCH 4, 1993
TOPIC:	TQM ORIENTATION
NO. OF PARTICIPANTS:	25
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	CONSTRUCTED AN INDUSTRY SPECIFIC FLOW CHART FOR A PROCESS. USED A SURVEY TO INTERVIEW AN INTERNAL CUSTOMER.

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR (BUTLER)
DATE(S):	MARCH 4, 1993
TOPIC:	POSITIVE IMAGE
NO. OF PARTICIPANTS:	25
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TECHNIQUES TO PROJECT A POSITIVE IMAGE. APPLIED THEM THROUGH TAKE HOME MATERIALS.

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR (BUTLER)
DATE(S):	MARCH 9, 1993
TOPIC:	ASSESSMENT
NO. OF PARTICIPANTS:	20
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	EXAMINED INDIVIDUAL GOALS AS COMPARED TO ASSESSMENT RESULTS.

SESSION CONTROL SHEET

PARTICIPANT:	VANITY FAIR JACKSON
DATE(S):	MARCH 16, 1993
TOPIC:	TQM
NO. OF PARTICIPANTS:	20
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	COMPLETED AN INDUSTRY SPECIFIC FLOW CHART OF A PROCESS SURVEYED AN INTERNAL CUSTOMER.

SESSION CONTROL SHEET

PARTNER: UNITED SECURITY

DATE(S): MARCH 16, 17, 18, 1993

TOPIC: COMPUTER KEYBOARDING

NO. OF PARTICIPANTS: 62 TOTAL FOR THREE DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: HANDS ON FAMILIARITY WITH COMPUTER TO ENHANCE USE OF SPECIFIC SOFTWARE.

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING MILL PLANT #14

DATE(S): APRIL 5, 1993

TOPIC: JOB DESCRIPTION

NO. OF PARTICIPANTS: 3

NEEDS ANALYSIS: UPDATE AND IDENTIFY SPECIFIC JOB SKILLS

SPECIFIC OUTCOME: DISCUSSED METHODOLOGY TO DEPLOY IN JOB ASSESSMENT - JOB SKILLS ANALYSIS. MANAGEMENT APPROVAL AND ENDORSEMENT ATTAINED.

SESSION CONTROL SHEET

PARTNER:	MONROE COUNTY HOSPITAL
DATE(S):	APRIL 8, 1993
TOPIC:	ASSERTION
NO. OF PARTICIPANTS:	24
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	USED ASSERTION IN AN INDUSTRY SPECIFIC CASE ANALYSIS TO POSITIVELY GIVE INPUT, INITIATE AND INNOVATE.

SESSION CONTROL SHEET

PARTNER: VANITY FAIR
BUTLER

DATE(S): APRIL 13, 1993

TOPIC: FINANCIAL MANAGEMENT

NO. OF PARTICIPANTS: 50

NEEDS ANALYSIS: COMMUNICATION/
COMPUTATION SKILLS

SPECIFIC OUTCOME: LEARNED TO CREATE A FAMILY BUDGET. LEARNED TO IDENTIFY, LOCATE AND ORGANIZE IMPORTANT FINANCIAL PAPERS.

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING - JACKSON

DATE(S): APRIL 19, 1993

TOPIC: JOB SKILLS ANALYSIS

NO. OF PARTICIPANTS: 4

NEEDS ANALYSIS: OVERVIEW PRESENTATION AND PARTICIPANT ASSIGNMENT REVIEW

SPECIFIC OUTCOME: REVIEW COMMITTEE ESTABLISHED

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	APRIL 27, 28, 29, 1993
TOPIC:	ACTIVE LISTENING
NO. OF PARTICIPANTS:	62 FOR ALL THREE DAYS
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	USED LISTENING SKILLS TO SOLVE A WORK-RELATED PROBLEM, THROUGH DETERMINING BARRIERS AND PERSONAL LISTENING STYLES.

SESSION CONTROL SHEET

PARTNER:	ALABAMA RIVER PULP
DATE(S):	MAY 3, 4, 5, 1993
TOPIC:	COMMUNICATION
NO. OF PARTICIPANTS:	21
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	USED INDUSTRY SPECIFIC EXAMPLES TO DISTINGUISH BETWEEN SENSITIVE AND NON-SENSITIVE COMMUNICATION, THROUGH CASE ANALYSIS AND IN-SESSION EXERCISES, APPLIED TECHNIQUES IN ORAL, WRITTEN, DIVERSITY, CONFLICT, INTERPERSONAL APPRAISAL, SAFETY AND OTHER WORK-PLACE COMMUNICATION.

SESSION CONTROL SHEET

PARTNER:	ALABAMA RIVER PULP
DATE(S):	MAY 10, 11, 12, 1993
TOPIC:	COMMUNICATION
NO. OF PARTICIPANTS:	21
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	USED INDUSTRY SPECIFIC EXAMPLES TO DISTINGUISH BETWEEN SENSITIVE AND NON-SENSITIVE COMMUNICATION, THROUGH CASE ANALYSIS AND IN-SESSION EXERCISES, APPLIED TECHNIQUES IN ORAL, WRITTEN, DIVERSITY, CONFLICT, INTERPERSONAL APPRAISAL, SAFETY AND OTHER WORK-PLACE COMMUNICATION.

SESSION CONTROL SHEET

PARTNER: VANITY FAIR
BUTLER

DATE(S): MAY 11, 1993

TOPIC: TIME MANAGEMENT

NO. OF PARTICIPANTS: 50

NEEDS ANALYSIS: COMMUNICATION/
COMPUTATION SKILLS

SPECIFIC OUTCOME: LEARNED TO WORK MORE EFFICIENTLY AND PRIORITIZE THROUGH WORK-RELATED EXAMPLES.

SESSION CONTROL SHEET

PARTNER: ALABAMA RIVER PULP

DATE(S): MAY 17, 18, 19, 1993

TOPIC: COMMUNICATION

NO. OF PARTICIPANTS: 21

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: USED INDUSTRY SPECIFIC EXAMPLES TO DISTINGUISH BETWEEN SENSITIVE AND NON-SENSITIVE COMMUNICATION, THROUGH CASE ANALYSIS AND IN-SESSION EXERCISES, APPLIED TECHNIQUES IN ORAL, WRITTEN, DIVERSITY, CONFLICT, INTERPERSONAL APPRAISAL, SAFETY AND OTHER WORK-RELATED COMMUNICATION.

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL PLANT #14
DATE(S):	MAY 21, 1993
TOPIC:	ELASTIC KNITTER
NO. OF PARTICIPANTS:	8
NEEDS ANALYSIS:	OBSERVE AND IDENTIFY JOB SKILLS FOR COMEZ KNITTER
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING MILL - PLANT # 14

DATE(S): MAY 24, 1993

TOPIC: SHIPPING CLERK (COMEZ)

NO. OF PARTICIPANTS: 6

NEEDS ANALYSIS: OBSERVE AND IDENTIFY JOB SKILLS OF THE COMEZ SHIPPING CLERK

SPECIFIC OUTCOME: COMEZ WORKERS PERFORMED AN OBSERVATION STUDY.

SESSION CONTROL SHEET

PARTNER:	UNITED SECURITY BANK
DATE(S):	MAY 25, 26, 27, 1993
TOPIC:	TIME MANAGEMENT
NO. OF PARTICIPANTS:	45 FOR ALL THREE DAYS
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO WORK EFFICIENTLY AND PRIORITIZE THROUGH WORK-RELATED EXAMPLES.

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING MILLS

DATE(S): JUNE 3, 1993

TOPIC: WARP KNITTER SKILLS

NO. OF PARTICIPANTS: 6

NEEDS ANALYSIS: IDENTIFY JOB SKILLS FOR WARP KNITTER

SPECIFIC OUTCOME: REVIEWED EXISTING PROCEDURES. LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR SEWING (MONROEVILLE)
DATE(S):	JUNE 5, 1993
TOPIC:	GOAL SETTING
NO. OF PARTICIPANTS:	10
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO SET PERSONAL AND PROFESSIONAL GOALS IN A REALISTIC MANNER. APPLIED TECHNIQUES TO A WORK-RELATED EXERCISE.

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING MILL

DATE(S): JUNE 11, 1993

TOPIC: KNITTER LEARNER

NO. OF PARTICIPANTS: 4

NEEDS ANALYSIS: IDENTIFY JOB SKILLS FOR KNITTER LEARNER

SPECIFIC OUTCOME: LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER:	TEMPLE-INLAND
DATE(S):	JUNE 15, 1993
TOPIC:	ASSESSMENT OF BASIC SKILLS
NO. OF PARTICIPANTS:	11
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTAION SKILLS
SPECIFIC OUTCOME:	EXAMINED INDIVIDUAL GOALS AS COMPARED TO ASSESSMENT RESULTS

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR SEWING (MONROEVILLE)
DATE(S):	JUNE 15, 1993
TOPIC:	TIME MANAGEMENT
NO. OF PARTICIPANTS:	10
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO WORK MORE EFFICIENTLY AND PRIORITIZE THROUGH WORK-RELATED EXAMPLES.

SESSION CONTROL SHEET

PARTNER: TEMPLE-INLAND

DATE(S): JUNE 22, 1993

TOPIC: ASSESSMENT OF BASIC SKILLS

NO. OF PARTICIPANTS: 11

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION

SPECIFIC OUTCOME: EXAMINED INDIVIDUAL GOALS AS COMPARED TO ASSESSMENT RESULTS

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL
DATE(S):	JUNE 25, 1993
TOPIC:	DRAW-IN OPERATOR
NO. OF PARTICIPANTS:	8
NEEDS ANALYSIS:	IDENTIFY JOB SKILLS FOR DRAW-TIV OPERATOR
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER: TEMPLE-INLAND

DATE(S): JUNE 29, 1993

TOPIC: ASESSMENT OF BASIC SKILLS

NO. OF PARTICIPANTS: 11

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION

SPECIFIC OUTCOME: EXAMINED INDIVIDUAL GOALS AS COMPARED TO ASSESSMENT RESULTS

SESSION CONTROL SHEET

PARTNER: TEMPLE-INLAND

DATE(S): JULY 6, 1993

TOPIC: INDUSTRIAL MATH

NO. OF PARTICIPANTS: 11

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION

SPECIFIC OUTCOME: INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY

SESSION CONTROL SHEET

PARTICIPANT:	VANITY FAIR KNITTING MILL
DATE(S):	JULY 7, 1993
TOPIC:	QUALITY INSTRUCTOR
NO. OF PARTICIPANTS:	6
NEEDS ANALYSIS:	IDENTIFY QUALITY INSTRUCTOR JOB SKILLS
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER: BOISE-CASCADE

DATE(S): JULY 7, 14, 21, 1993

TOPIC: WOODYARD INITIAL ASSESSMENT

NO. OF PARTICIPANTS: 35 TOTAL FOR THREE DAYS

NEEDS ANALYSIS: COMPETENCIES FOR COMPUTERIZED TRAINING

SPECIFIC OUTCOME: REPORT SHOWING COMPETENCIES LEVELS; ESTABLISHED BENCHMARKS.

SESSION CONTROL SHEET

PARTNER:	TEMPLE-INLAND
DATE(S):	JULY 13, 1993
TOPIC:	INDUSTRIAL MATH
NO. OF PARTICIPANTS:	11
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION
SPECIFIC OUTCOME:	INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY

SESSION CONTROL SHEET

PARTNER: BOISE-CASCADE

DATE(S): JULY 13, 20, 1993

TOPIC: ACTIVE LISTENING

NO. OF PARTICIPANTS: 45 TOTAL FORM BOTH DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: LEARNED TO IDENTIFY CAUSES OF "NOT LISTENING", LISTENING TYPE AND HOW TO IMPROVE LISTENING AND RESPONDING THROUGH ROLE PLAYING.

SESSION CONTROL SHEET

PARTNER:	TEMPLE-INLAND
DATE(S):	JULY 20, 1993
TOPIC:	INDUSTRIAL MATH
NO. OF PARTICIPANTS:	11
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION
SPECIFIC OUTCOME:	INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETEMCY

SESSION CONTROL SHEET

PARTNER: CHICK*A*DEE

DATE(S): JULY 26, 27, 1993

TOPIC: COMMUNICATION

NO. OF PARTICIPANTS: 15 TOTAL FOR TWO DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: LEARNED HOW TO COMMUNICATE GIVING FEEDBACK, ACTIVELY LISTENING, AS A TEAM AND IN THE NEW SUPERVISOR ROLE THROUGH ROLE PLAYING AND EXERCISES.

SESSION CONTROL SHEET

PARTNER:	TEMPLE-INLAND
DATE(S):	JULY 27, 1993
TOPIC:	INDUSTRIAL MATH
NO. OF PARTICIPANTS:	11
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION
SPECIFIC OUTCOME:	INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL
DATE(S):	JULY 30, 1993
TOPIC:	UTILITY OPERATOR
NO. OF PARTICIPANTS:	8
NEEDS ANALYSIS:	IDENTIFY JOB SKILLS FOR "UTILITY OPERATOR"
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER:	UNITED SECURITY BANK
DATE(S):	AUGUST, 1993
TOPIC:	COMPLETION OF MYERS-BRIGGS TESTING
NO. OF PARTICIPANTS:	60
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO IDENTIFY AND OVERCOME COMMUNICATION BARRIERS THROUGH PREFERENCE PROFILES.

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	AUGUST 3, 12, 17, 1993
TOPIC:	ACTIVE LISTENING
NO. OF PARTICIPANTS:	60 TOTAL FOR ALL DAYS
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO IDENTIFY CAUSES OF "NOT LISTENING", LISTENING TYPE AND HOW TO IMPROVE LISTENING AND RESPONDING THROUGH ROLE PLAYING.

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL PLANT #14
DATE(S):	AUGUST 13, 1993
TOPIC:	KNITTER "B"
NO. OF PARTICIPANTS:	10
NEEDS ANALYSIS:	IDENTIFY JOB SKILLS FOR "B" CLASS KNITTER.
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER: TEMPLE-INLAND

DATE(S): AUGUST 19, 1993

TOPIS: INDUSTRIAL MATH

NO. OF PARTICIPANTS: 11

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION

SPECIFIC OUTCOME: INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING MILL

DATE(S): AUGUST 20, 1993

TOPIC: CLASS "A" AND CLASS "B" MECHANICS.

NO. OF PARTICIPANTS: 16

NEEDS ANALYSIS: SKILLS AND LEVELS OF GRADATION AND EXPERTISE BETWEEN "A" AND "B" LEVEL MECHANIC

SPECIFIC OUTCOME: LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING MILL PLANT #14

DATE(S): AUGUST 22, 1993

TOPIC: QUALITY INSPECTOR

NO. OF PARTICIPANTS: 4

NEEDS ANALYSIS: IDENTIFY JOB SKILLS FOR QUALITY INSPECTOR

SPECIFIC OUTCOME: LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	AUGUST 23, 26, 31, 1993
TOPIC:	COUNSELING
NO. OF PARTICIPANTS:	60 TOTAL FROM ALL SESSIONS IN MONTH
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	IDENTIFIED WHEN TO COUNSEL, WHY COUNSELING IS AVOIDED AND FLOWCHARTED EFFECTIVE STEPS TO COUNSELING; USED INDUSTRY SPECIFIC CASE ANALYSIS.

SESSION CONTROL SHEET

PARTNER: COMMERCIAL NATIONAL BANK

DATE(S): AUGUST 24, 1993

TOPIC: INTRO TO TOTAL QUALITY

NO. OF PARTICIPANTS: 45

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: INCREASED AWARENESS OF THE BENEFITS OF CONTINUOUS IMPROVEMENT AND EDUCATION IN WORKPLACE.

SESSION CONTROL SHEET

PARTNER:	TEMPLE-INLAND
DATE(S):	AUGUST 26, 1993
TOPIC:	INDUSTRIAL MATH
NO. OF PARTICIPANTS:	11
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION
SPECIFIC OUTCOME:	INDUSTRIAL SPECIFIC ASSESSMENTS OF ALL PARTICIPANTS UP TO REQUIRED COMPETENCY

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING
DATE(S):	AUGUST 27, 1993
TOPIC:	"JUNIOR" OR "APPRENTICE" MECHANICS.
NO. OF PARTICIPANTS:	16
NEEDS ANALYSIS:	IDENTIFY SKILLS AND GRADUATION OF PROFICIENCY REQUIRED BETWEEN "MECHANIC FIXER" "C", AND "MECHANIC FIXER HELPER" CLASSIFICATIONS.
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL PLANT #14
DATE(S):	SEPTEMBER 3, 1993
TOPIC:	"INSIDES" (SET-UP) CREW
NO. OF PARTICIPANTS:	10
NEEDS ANALYSIS:	ASCERTAIN THE PROFICIENCY IN SKILLS TO PERMIT A "MECHANIC" TO MOVE TO SET-UP, A KNITTER AND TO "NEEDLEBAR-FIXER".
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	SEPTEMBER 6, 1993
TOPIC:	REVIEW OF WOODYARD BASIC SKILLS
NO. OF PARTICIPANTS:	15
NEEDS ANALYSIS:	READINESS TO MOVE ON TO COMPUTER TRAINING - 80%; COMPETENCY IN INDUSTRIAL MATH, INDUSTRIAL VOCABULARY, INDUSTRIAL READING COMPREHENSION, INDUSTRY MEASUREMENT.
SPECIFIC OUTCOME:	COMPLETION OF WORKBOOK

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	SEPTEMBER 6, 9, 14, 1993
TOPIC:	COUNSELING
NO. OF PARTICIPANTS:	60 FOR ALL SESSIONS IN MONTH
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	IDENTIFIED WHEN TO COUNSEL, WHY COUNSELING IN AVOIDED AND FLOWCHARTED EFFECTIVE STEPS TO COUNSELING; USED INDUSTRY SPECIFIC ANALYSIS.

SESSION CONTROL SHEET

PARTNER: VANITY FAIR - KNITTING MILL PLANT #14

DATE(S): SEPTEMBER 10, 1993

TOPIC: "TRAINEE"

NO. OF PARTICIPANTS; 18

NEEDS ANALYSIS: IDENTIFY JOB SKILLS TO MOVE FROM TRAINEE TO INSIDES CREW

SPECIFIC OUTCOME: LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL PLANT #14
DATE(S):	SEPTEMBER 14, 1993
TOPIC:	REVIEW OF JOB SKILLS ANALYSIS
NO. OF PARTICIPANTS:	16
NEEDS ANALYSIS:	REVIEW OF ALL JOB ANALYSIS MATERIAL BY MECHANICS, KNITTERS, AND MANAGEMENT.
SPECIFIC OUTCOME:	THE "SUPPORT" JOB TASKS WERE TARGETED FOR STUDY.

SESSION CONTROL SHEET

PARTNER:	UNITED SECURITY BANK
DATE(S):	SEPTEMBER 14, 15, 16, 1993
TOPIC:	DEVELOPING A CUSTOMER SERVICE STATEMENT, PART 1
NO. OF PARTICIPANTS:	60 TOTAL FROM ALL THREE DAYS
NEEDS ANALYSIS:	COMMUNICATION COMPUTATION SKILLS
SPECIFIC OUTCOME:	DEVELOPED COMMUNICATION STANDARDS FOR INTERACTING WITH CUSTOMERS.

SESSION CONTROL SHEET

PARTNER:	COMMERCIAL NATIONAL BANK
DATE(S):	SEPTEMBER 21, 1993
TOPIC:	INTERNAL/EXTERNAL CUSTOMER IDENTIFICATION
NO. OF PARTICIPANTS:	45
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	EXAMINED FLOWS OF INFORMATION, PRODUCTS AND SERVICES BOTH INSIDE AND OUTSIDE THE ORGANIZATION TO DETERMINE SUPPLIER/CUSTOMER RELATIONSHIPS

SESSION CONTROL SHEET

PARTNER: UNITED SECURITY BANK

DATE(S): SEPTEMBER 21, 22, 23, 1993

TOPIC: CUSTOMER SERVICE STATEMENT, PART II

NO. OF PARTICIPANTS: 60 TOTAL FROM ALL DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: DEVELOPED COMMUNICATION STANDARDS FOR INTERACTING WITH CUSTOMERS.

SESSION CONTROL SHEET

PARTNER: BOISE-CASCADE

DATE(S): SEPTEMBER 28, 1993

TOPIC: COACHING

NO. OF PARTICIPANTS: 45 TOTAL FOR ALL SESSIONS IN MONTH

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: LEARNED TO USE COACHING TECHNIQUES AS A METHOD FOR PERFORMANCE ENHANCEMENT.

SESSION CONTROL SHEET

PARTNER:	COMMERCIAL NATIONAL BANK
DATE(S):	SEPTEMBER 28, 1993
TOPIC:	QUALITY MEASURES IN BANKING
NO. OF PARTICIPANTS:	45
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED HOW AND WHERE TO GATHER DATA AND MEASURE RESULTS WITH REGARD TO QUALITY SERVICE

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL PLANT #14
DATE(S):	OCTOBER 1, 1993
TOPIC:	"CUSTODIAN"
NO. OF PARTICIPANTS:	5
NEEDS ANALYSIS:	IDENTIFY JOB SKILLS FOR "CUSTODIANS"
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	OCTOBER 7, 12, 21, 26, 1993
TOPIC:	COACHING
NO. OF PARTICIPANTS:	60 TOTAL FROM ALL SESSIONS IN MONTH
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO USE COACHING TECHNIQUES AS A METHOD FOR PERFORMANCE ENHANCEMENT.

SESSION CONTROL SHEET

PARTNER: UNITED SECURITY BANK

DATE(S): OCTOBER 12, 13, 14, 1993

TOPIC: DEFINING QUALITY MEASURES PART I

NO. OF PARTICIPANTS: 60 TOTAL FROM ALL THREE DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: LEARNED HOW AND WHERE TO GATHER DATA AND MEASURE RESULTS WITH REGARD TO QUALITY SERVICE

SESSION CONTROL SHEET

PARTNER:	UNITED SECURITY BANK
DATE(S):	OCTOBER 19, 20, 21, 1993
TOPIC:	DEFINING QUALITY MEASURES PART II
NO. OF PARTICIPANTS:	60 TOTAL FOR ALL THREE DAYS
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED HOW AND WHERE TO GATHER DATA AND MEASURE RESULTS WITH REGARD TO QUALITY SERVICE

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL PLANT #14
DATE(S):	OCTOBER 21, 1993
TOPIC:	RECEIVING CLERK
NO. OF PARTICIPANTS:	1
NEEDS ANALYSIS:	IDENTIFY JOB SKILLS FOR RECEIVING CLERK.
SPECIFIC OUTCOME:	LEARNED TO REACH CONSENSUS AND DOCUMENT STANDARDIZED PROCEDURES

SESSION CONTROL SHEET

PARTNER:	COMMERCIAL NATIONAL BANK
DATE(S):	OCTOBER 26, 1993
TOPIC:	STEERING COMMITTEE PLANNING SESSION
NO. OF PARTICIPANTS:	45
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO DEFINE THE MISSION AND CHARACTERISTICS OF AN "IDEAL" COMMITTEE.

SESSION CONTROL SHEET

PARTNER: UNITED SECURITY BANK

DATE(S): NOVEMBER 9, 10, 11, 1993

TOPIC: DIVERSITY AWARENESS

NO. OF PARTICIPANTS: 45 TOTAL FOR ALL THREE DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: IDENTIFIED SPECIFIC GROUPS WITHIN THE ORGANIZATION BY WHICH WE SEPARATE INTO "US" AND "THEM".

SESSION CONTROL SHEET

PARTNER:	COMMERCIAL NATIONAL BANK
DATE(S):	NOVEMBER 10, 1993
TOPIC:	STEERING COMMITTEE MEETING
NO. OF PARTICIPANTS:	45
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TO DEFINE THE MISSION AND CHARACTERISTICS OF AN "IDEAL" COMMITTEE.

SESSION CONTROL SHEET

PARTNER: BOISE-CASCADE

DATE(S): NOVEMBER 2, 11, 18, 30, 1993

TOPIC: CONFLICT RESOLUTION

NO. OF PARTICIPANTS: 60 TOTAL FOR ALL SESSIONS IN MONTH

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: LEARNED TO DISTINGUISH BETWEEN CAUSES OF CONFLICT AND ITS SYMPTOMS. LEARNED COMMON REACTIONS TO CONFLICT AND WHEN EACH IS APPROPRIATE. APPLIED ALL TO A COMPANY SPECIFIC CONFLICT.

SESSION CONTROL SHEET

PARTNER:	COMMERCIAL NATIONAL BANK
DATE(S):	NOVEMBER 16, 1993
TOPIC:	TEAM BUILDING
NO. OF PARTICIPANTS:	45
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	WORKED AS INDIVIDUALS AND ON A TEAM, MEASURED GAINS THROUGH TEAM WORK BY USING INDUSTRY SPECIFIC CASE.

SESSION CONTROL SHEET

PARTNER: UNITED SECURITY BANK

DATE(S): NOVEMBER 16, 17, 18, 1993

TOPIC: DIVERSITY TRAINING APPLICATIONS

NO. OF PARTICIPANTS: 60 TOTAL

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: TOOK ORGANIZATIONAL SPECIFIC "AWARENESS" OF DIVERSITY FROM PREVIOUS SESSION, IDENTIFIED BARRIERS TOWARD COMMUNICATION AND DEVELOPED STRATEGIES FOR OVERCOMING.

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL PLANT #14
DATE(S):	NOVEMBER 18, 1993
TOPIC:	SHIPPING CLERK
NO. OF PARTICIPANTS:	6
NEEDS ANALYSIS:	DETERMINE JOB SKILLS AND DUTIES OF THE "SHIPPING CLERK".
SPECIFIC OUTCOME:	A JOB OBSERVATION WAS PERFORMED WITH SHIPPING CLERKS, INTERVIEWS WERE HELD WITH TRUCK DRIVERS AND TRAFFIC MANAGEMENT PERSONNEL.

SESSION CONTROL SHEET

PARTNER:	COMMERCIAL NATIONAL BANK
DATE(S):	NOVEMBER 23, 1993
TOPIC:	BRAINSTORMING
NO. OF PARTICIPANTS:	45
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	USED "BRAINSTORMING" TO GENERATE IDEAS TO SOLVE A WORK-RELATED PROBLEM.

SESSION CONTROL SHEET

PARTNER:	VANITY FAIR - KNITTING MILL PLANT #14
DATE(S):	NOVEMBER 30, 1993
TOPIC:	JOB SKILLS
NO. OF PARTICIPANTS:	21
NEEDS ANALYSIS:	DISSEMINATE FINAL REPORT
SPECIFIC OUTCOME:	FINAL REVIEW OF ALL MATERIALS

SESSION CONTROL SHEET

PARTNER:	BOISE-CASCADE
DATE(S):	DECEMBER 3, 7, 16, 21, 1993
TOPIC:	STRESS MANAGEMENT
NO. OF PARTICIPANTS:	60 TOTAL FOR ALL SESSIONS IN MONTH
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	LEARNED TECHNIQUES FOR MANAGING STRESS, A COPING MECHANISM, COMMON STRESSORS AND HOW TO COMPUTE AND INDIVIDUAL STRESS PROFILE.

SESSION CONTROL SHEET

PARTNER: UNITED SECURITY BANK

DATE(S): DECEMBER 7, 8, 9, 1993

TOPIC: STEERING COMMITTEE DEFINITION TEAM FORMATION

NO. OF PARTICIPANTS: 62 FOR ALL THREE DAYS

NEEDS ANALYSIS: COMMUNICATION/ COMPUTATION SKILLS

SPECIFIC OUTCOME: USED PREVIOUSLY ACQUIRED TECHNIQUES TO ANALYZE HOW TEAMS SHOULD BE ORGANIZED FOR CONTINUOUS IMPROVEMENT FOR 1994 AND TO DEFINE AN"IDEAL" STEERING COMMITTEE TO ACT AS A CATALYST FOR IMPROVEMENT.

SESSION CONTROL SHEET

PARTNER:	COMMERCIAL NATIONAL BANK
DATE(S):	DECEMBER 16, 1993
TOPIC:	PROBLEM SOLVING
NO. OF PARTICIPANTS:	45
NEEDS ANALYSIS:	COMMUNICATION/ COMPUTATION SKILLS
SPECIFIC OUTCOME:	USED CAUSE AND EFFECT DIAGRAM, AND PARETO CHART TO ANALYZE DATA AND SOLVE A WORK-RELATED PROBLEM.

Appendix E
WORKSHOP EVALUATION FORM

WORKSHOP EVALUATION

Company____

Training Program____

Date(s) of Workshop___________________ Name (Optional)__________________________

Please help us evaluate the program you have just completed so that we may improve future workshops. The results will be summarized for your instructors to guide them in developing and conducting future programs.

Please check the appropriate box for each of the following items. Please write your comments explaining your rating.

		Poor	Good	Excellent
1.	The overall organization of this workshop was:	___ ___	___ ___	___ ___
	Comments:			
2.	The overall content of this workshop was:	___ ___	___ ___	___ ___
	Comments:			
3.	My estimate of videotaped Skill Development as a learning method is: (if used)	___ ___	___ ___	___ ___
	Comments:			
4.	My estimate of the degree to which I can apply the workshop concepts currently is:	___ ___	___ ___	___ ___
	Comments:			

	Poor	Good	Excellent
5. My estimate of the degree to which I can apply the workshop concepts in the long run is:	___ ___	___ ___	___ ___

Comments

	Poor	Good	Excellent
6. My estimate of the effectiveness of the trainer(s) in this workshop is:	___ ___	___ ___	___ ___

Name______________________

Name______________________

Comments:

7. The part of the training I found most helpful was: ________________________

____

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____

8. The part of the training I found least helpful was: ________________________

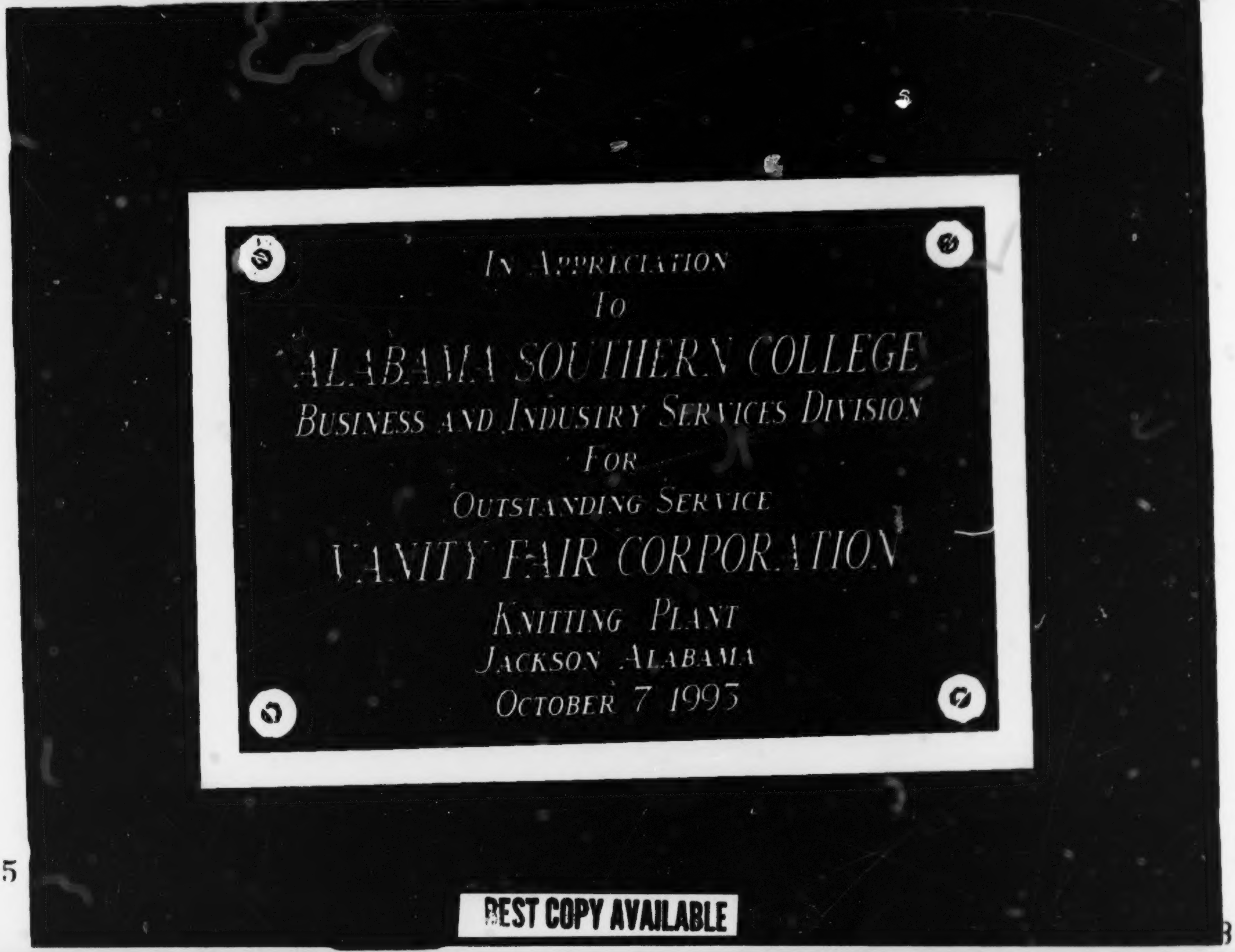
____

____

____

THANK YOU!

Appendix F
BUSINESS AND INDUSTRY SERVICE AWARD



IN APPRECIATION

TO

ALABAMA SOUTHERN COLLEGE

BUSINESS AND INDUSTRY SERVICES DIVISION

FOR

OUTSTANDING SERVICE

VANITY FAIR CORPORATION

KNITTING PLANT

JACKSON ALABAMA

OCTOBER 7 1993

BEST COPY AVAILABLE

WORKSHOP EVALUATION

Company____

Training Program______________________________________

Date(s) of Workshop_________________ Name (Optional)_________________

Please help us evaluate the program you have just completed so that we may improve future workshops. The results will be summarized for your instructors to guide them in developing and conducting future programs.

Please check the appropriate box for each of the following items. Please write your comments explaining your rating.

		Poor	Good	Excellent
1.	The overall organization of this workshop was:	___ ___	___ ___	___ ___
2.	The overall content of this workshop was:	___ ___	___ ___	___ ___
3.	My estimate of videotaped Skill Development as a learning method is: (if used)	___ ___	___ ___	___ ___
4.	My estimate of the degree to which I can apply the workshop concepts currently is:	___ ___	___ ___	___ ___

Comments on item 1:

Comments on item 2:

Comments on item 3:

Comments on item 4:

		Poor	Good	Excellent
5.	My estimate of the degree to which I can apply the workshop concepts in the long run is:	___ ___	___ ___	___ ___

Comments

		Poor	Good	Excellent
6.	My estimate of the effectiveness of the trainer(s) in this workshop is:	___ ___	___ ___	___ ___

Name______________________

Name______________________

Comments:

7. The part of the training I found most helpful was: ______________________

____

____

____

8. The part of the training I found least helpful was: ______________________

____

____

____

THANK YOU!

WORKPLACE EDUCATION SURVEY

PARTNER:

SESSIONS:

WHAT NEW SKILLS CAN YOU IDENTIFY AFTER HAVING COMPLETED THE SESSIONS?

HOW WERE YOU ABLE TO APPLY THE SKILLS ON YOUR CURRENT JOB?

WHAT WERE THE STRONG POINTS OF THE SESSIONS? WEAK POINTS?
(PLEASE ANSWER WITH REGARD TO ALL ASPECTS INCLUDING FORMAT,
MATERIALS, TOPICS, EXERCISES, INSTRUCTORS, ETC.)

WHAT SUGGESTIONS DO YOU MAKE FOR IMPROVING EFFECTIVENESS?

OVERALL SATISFACTION RATING WITH SESSIONS:

1	*2*	*3*	*4*	*5*
LOW				*HIGH*

PLEASE WRITE ANY ADDITIONAL, GENERAL COMMENTS ON THE BACK SIDE OF THIS PAGE.